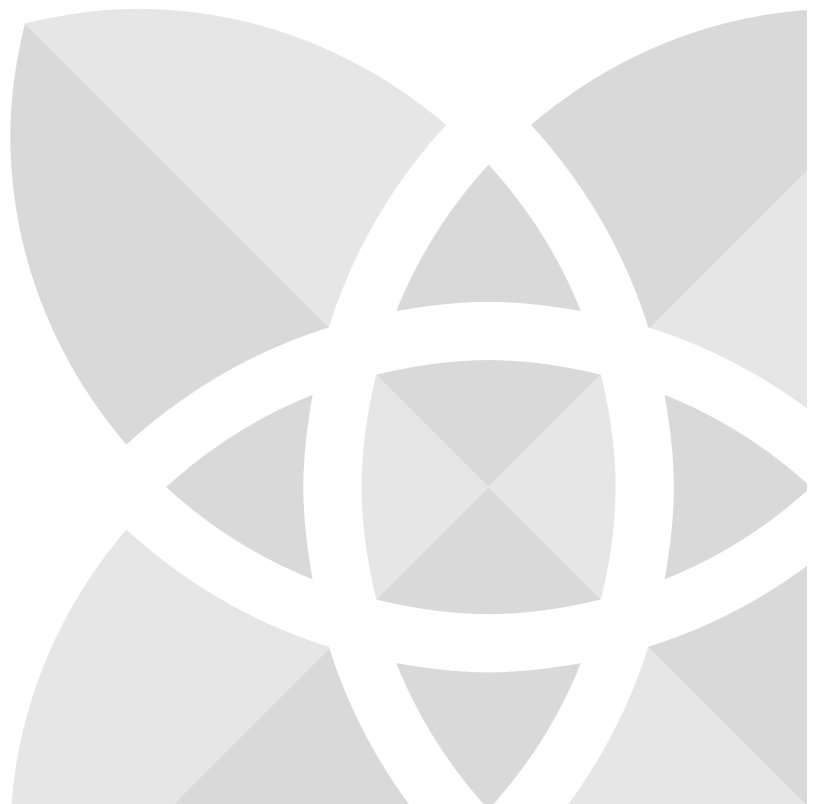


Individual Report



This Report Was Prepared For
JOHN DEMO

Date Printed
29 July 2013



This Report Was Prepared For
JOHN DEMO
Birkman International, Inc.

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Introduction

Your Birkman 360° Report

The Birkman 360 measures the perceptions of those who work with you by asking them how often you exhibit skills and behaviors ("competencies") that are critical to your work and to your organization's success. Critical competencies differ somewhat from one organization and from one role or functional area to another. But the Birkman 360 collects data on the entire range of competencies that characterize highly effective persons and their organizations.

You can significantly increase the value you derive from the Birkman 360 Report by meeting with your manager, Birkman consultant, or human resources professional to select the competencies that are critical to your organization and to your present and anticipated roles in it. (If you completed this step in advance, the competencies you selected will be marked with an asterisk [*] throughout the report.)

The Competencies

The competencies (exhibited skills and behaviors) are arranged in business process order - that is:

- Those listed first have to do with strategic thinking and long-term planning for key business and organizational outcomes.
- Subsequent competencies address the skills and behaviors you must have in order to enlist others' efforts in support of the goals and outcomes you have envisioned-- to communicate a vision of the future, build commitment to it, and assign responsibilities to those who will make it a reality.
- Further on are competencies that enable you to hammer out decisions with others, manage resources effectively, and coach members of work groups as they develop the ability to take on additional responsibilities.
- And finally, there are competencies that underpin the process as a whole, including the drive to pursue your own personal and professional development and to understand the organization, its customers, its culture, and its competitive environment.

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Section One

Response Rate

The number of people in each perspective who responded to your request for feedback:

Perspective	Invited	Responded	% of Participation
Self	1	1	100%
Manager	2	2	100%
Peers	3	3	100%
Direct Reports	2	2	100%

The overall response rate, shown as a percentage of the total respondents you invited to participate:

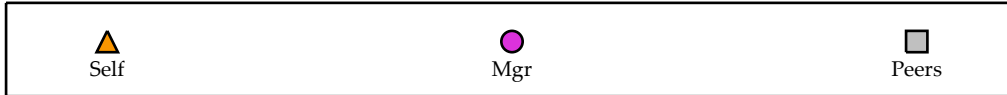
100%








*** Except for Managers' responses, perspective scores are not included if fewer than 3 persons from that perspective responded to the questionnaire.**

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Section Two

Graphical Summary














Competency:	1 Never	2 Rarely	3 Sometimes	4 Usually	5 Always
<p>Ensuring Long Term Results Your ability to bring a sound knowledge of the industry, the organization, and its customers to bear on the strategic thinking process.</p>					
<p>Leading Others Your ability to define, communicate, and inspire others with your vision of the future.</p>					
<p>Building Strong Teams Your ability to help the members of your work group translate strategic goals and initiatives into specific responsibilities and priorities.</p>					
<p>Managing Outcomes Your ability to establish measurable outcomes and create systems for monitoring progress toward them.</p>					
<p>Delegating to Others Your readiness to explain expectations, provide appropriate resources, and assist with regular and unscheduled coaching.</p>					

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Section Two (continued)

Graphical Summary



Competency:	1 Never	2 Rarely	3 Sometimes	4 Usually	5 Always
<p>Developing Others Your ability to build the underlying strength and continuity of the organization by recognizing potential and developing it through attention to training, coaching, and evaluation of performance.</p>			  		
<p>Making Decisions Your ability to stay strategic, results-oriented, and productive and still do justice to the complexity of issues and the views of others.</p>					
<p>Dealing with Conflicting Ideas Your ability to speak out in the face of opposition, acknowledge conflict, and work openly toward strategically aligned solutions.</p>		 			
<p>Personal and Professional Growth Your ability to solicit and act on constructive feedback, challenge yourself with tough assignments, and demonstrate resilience and courage in the face of setbacks and opposition.</p>			 		

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Section Two (continued)

360 Scores - Averaged

This section of the report shows the average scores for all competencies from each rater perspective and the Total 360 Weighted Average (without Self).

The table below provides the Average Score for all competencies according to each rater perspective including your own "Self Evaluation" average. The "Perspective Average" is a simple average of the perspective averages. It is an average of averages. The "Total 360 Weighted Average (without Self)" is a true average derived from all scores and all raters, except your own.

Perspective	Average Score	Self Evaluation
Manager	3.19	3.05
Peers	3.27	3.05
Perspective Average	3.23	3.05

Total 360 Weighted Average (without Self)	3.24
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Section Three

Your Strengths

This section shows your three Strengths as seen from each perspective.

The first block shows your three strongest competencies from your Manager's perspective, then from your Direct Reports', etc. It also shows (in the far right column) the way you evaluated yourself on each.

Remember that the scores in this section are average scores - that is, they average all responses to all questions about the competency from each perspective. To learn more about the specific reasons you received the feedback you did about any given competency, please see Section Six, Analysis of Individual Competencies.

Perspective	Competency	Average Score	Self Evaluation
Manager	Making Decisions	4.42	3.80
	Managing Outcomes	4.36	3.33
	Building Strong Teams	3.42	3.00
Peers	Ensuring Long Term Results	3.67	3.29
	Dealing with Conflicting Ideas	3.64	2.17
	Leading Others	3.48	3.00
WEIGHTED AVERAGE	Making Decisions	3.75	3.80
	Managing Outcomes	3.70	3.33
	Ensuring Long Term Results	3.49	3.29

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Section Three (continued)

This section lists individual questions to which the responses were significantly higher than average and which thus indicate a specific behavioral strength. The related competency is in parentheses.

You will notice that the questions are not always those that pertain to the competencies that were identified as your strengths on the previous page. Even when someone is particularly strong in a competency, there are often areas within the competency that could be strengthened. The same is true of developmental areas. Even in a pronounced developmental area, everyone probably has one or more strengths that can serve as a core ability and a starting point for successful development work.

More Specific Definitions of Strengths

Question	Average Score	Self Evaluation
Establishes timelines and measurable outcomes for initiatives (Managing Outcomes)	4.40	4.00
Celebrates progress toward individual and work team goals with public praise and appropriate tangible rewards (Building Strong Teams)	4.25	N/A
Promotes teamwork among groups; discourages "we vs. they" thinking (Building Strong Teams)	4.20	3.00
Has a strong sense of the do's and don'ts of the corporate culture (Ensuring Long Term Results)	4.20	4.00
Helps employees understand and apply organizational standards and values (Developing Others)	4.00	3.00

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Section Four

Your Growth Opportunities

This section shows your three Growth Opportunities in Your Current Role as seen from each perspective.

The first block shows the three competencies that would most benefit from development as seen from your Manager's perspective, then from your Direct Reports', etc. It also shows (in the far right column), the way you evaluated yourself on each Competency.

Remember that, as with the previous section, the scores are average scores -- that is, they average all responses to all questions about the competency from each perspective. To learn more about the specific reasons you received the feedback you did on any competency, please see Section Six, Analysis of Individual Competencies.

Perspective	Competency	Average Score	Self Evaluation
Manager	Dealing with Conflicting Ideas	2.25	2.17
	Leading Others	2.64	3.00
	Personal and Professional Growth	2.71	2.71
Peers	Developing Others	2.56	3.29
	Delegating to Others	3.11	3.00
	Managing Outcomes	3.26	3.33
WEIGHTED AVERAGE	Developing Others	2.81	3.29
	Delegating to Others	3.03	3.00
	Personal and Professional Growth	3.07	2.71

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Section Four (continued)

More Specific Definitions of Developmental Areas

This section lists individual questions to which the responses were significantly lower than average and which thus indicate a specific developmental opportunity. The related competency is in parentheses.

You will notice that the questions are not always those that pertain to the competencies that were identified as your developmental opportunities (see previous page). Even when someone is particularly strong in a competency, there are often areas within the competency that could be strengthened. The same is true of developmental areas. Even in a pronounced developmental area, everyone probably has one or more strengths that can serve as a core ability and a starting point for successful development work.

Question	Average Score	Self Evaluation
Accurately evaluates the strengths and developmental needs of employees (Developing Others)	2.00	1.00
Sets goals and timelines that recognize the need for balance between career and non-work activities (Developing Others)	2.20	N/A
Provides timely and effective performance feedback (Developing Others)	2.20	3.00
Monitors progress regularly (Delegating to Others)	2.20	2.00
Encourages healthy conflict among competing points of view (Dealing with Conflicting Ideas)	2.40	2.00

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Section Five

Differences in Perspectives

This section shows the competencies where the largest differences occurred between your self-ranking and the rankings from each perspective and, in the last row, from the perspective of all respondents taken together. In this section, you will want to look not only at the differences between your perceptions and the perceptions of each perspective but at the commonalities and differences, if any, among the various perspectives.

Perspective	Competency	Average Score	Self Evaluation	Score Gap
Manager	Managing Outcomes	4.36	3.33	1.02
Peers	Dealing with Conflicting Ideas	3.64	2.17	1.47
ALL	Dealing with Conflicting Ideas	3.08	2.17	0.92

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Section Six

Analysis of Individual Competencies

This section examines each of the competencies in more detail. At the top of the first page for each competency you will find a series of color bar graphs that show the range of responses and the average score for the competency according to perspective (i.e. Self, Manager, Peers, Direct Reports, etc.).

Directly below the bar graph is an expanded definition of the competency, followed by a list of the individual questions that define it. The numbers under the small boxes to the left of each question indicate the average score on that question from each perspective (Self, Manager, Direct Reports, Peers, etc.).

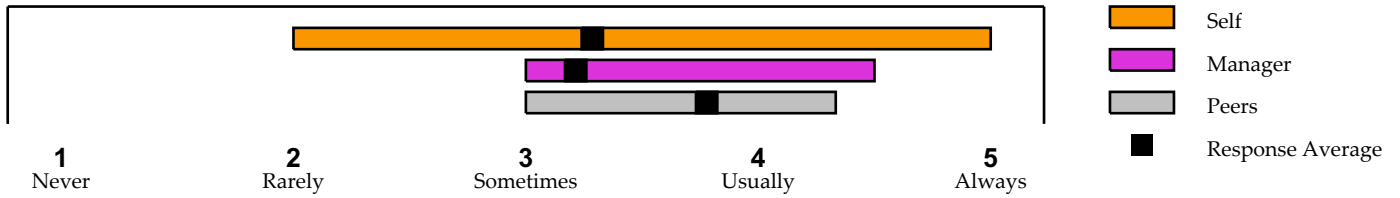
The shading of the boxes indicates the relative significance of the response to the question compared to responses to all other questions in the questionnaire. In general, a gray box indicates that the score on that question was within the average range for responses from that Perspective throughout the questionnaire. A black or white box, by contrast, indicates an average response that was significantly higher or lower, respectively, than the average responses to other questions. Black or white boxes thus deserve special attention as you read through the results for each competency, since they indicate specific strengths and developmental opportunities as perceived by the group (perspective) in question.

If respondents wrote comments to explain their answers for a particular competency, the comments appear on the final page of the analysis for that competency.

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Section Six (continued)

Competency: Ensuring Long Term Results



Your ability to bring a sound knowledge of the industry, the organization, and its customers to bear on the strategic thinking process.

Self	Mgr	Peers	
4.0	3.0	—	1. Challenges existing processes and assumptions
5.0	3.0	3.3	2. Identifies and imports best practices from other organizations and industries
2.0	3.0	4.3	3. Gathers industry and company data to support decisions and recommendations
2.0	3.0	3.7	4. Accurately anticipates the impact of his or her recommendations on customers and customer value
4.0	3.0	4.3	5. Anticipates changes in the business environment that may affect the organization
4.0	4.5	4.0	6. Has a strong sense of the do's and don'ts of the corporate culture
2.0	3.0	3.0	7. Seeks out and maintains strong relationships with people outside his or her own area of responsibility

■ This item was ranked STRONGER by this perspective	■ This item was ranked MID-RANGE by this perspective
□ This item was ranked LOWER by this perspective	— Insufficient data available to calculate average

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Section Six (continued)

Competency: Ensuring Long Term Results

Comments

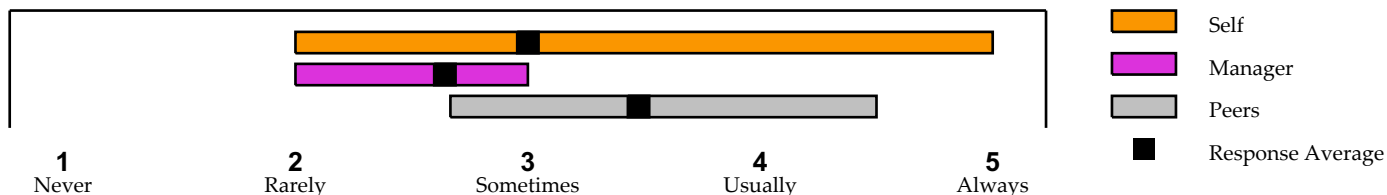
Comments are presented exactly as the rater(s) entered them.

Rater	Comments
Self	Tends to think "outside the box". Is creative and innovative in approach to solving organizational problems.
Manager	Skilled at navigating the politics of our organization, but sometimes does not pay enough attention to the reaction to the actions being taken.
Manager	Needs to do a better job of researching ideas and the impact that they will have on business.
Peers	Understands our industry and our customers. I feel that he sometimes does not stand up for our department when we are in the right. Most of the time I think he does, though.
Peers	Supports his decisions with data. Is an objective and practical decision maker. He shouldn't forget the people side of things, though.

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Section Six (continued)

Competency: Leading Others



Your ability to define, communicate, and inspire others with your vision of the future.

Self	Mgr	Peers	Item
3.0	3.0	2.7	8. Creates a vision of the future that attracts and retains employees and customers
2.0	3.0	4.5	9. Translates his or her vision into words and examples that make it easy for others to understand it and apply it to their work
2.0	2.5	3.3	10. Inspires imagination and commitment in others
4.0	2.5	3.0	11. Sets a personal example of what he or she expects from others
3.0	3.0	3.3	12. Treats people fairly
2.0	2.0	3.0	13. Follows through on commitments
5.0	2.5	4.5	14. Puts organizational goals ahead of personal goals

■ This item was ranked STRONGER by this perspective	■ This item was ranked MID-RANGE by this perspective
□ This item was ranked LOWER by this perspective	— Insufficient data available to calculate average

This Report Was Prepared For
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Section Six (continued)

Competency: Leading Others

Comments

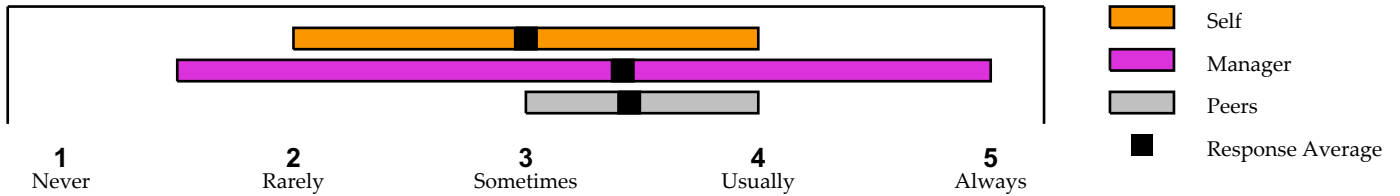
Comments are presented exactly as the rater(s) entered them.

Rater	Comments
Manager	Does not play favorites. Has some trouble getting buy-in from team on the direction.
Manager	Needs to work on people skills when dealing with employees.
Peers	I think he is challenged with following through on what he says he will do. I don't believe he "walks the walk".
Peers	Friendly, outgoing guy, but he appears to favor some people over others.
Peers	The epitome of the organization man.

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Section Six (continued)

Competency: Building Strong Teams



Your ability to help the members of your work group translate strategic goals and initiatives into specific responsibilities and priorities.

Self	Mgr	Peers	Item
■ 3.0	■ 3.0	■ 3.0	15. Sets challenging goals
□ 2.0	■ 3.5	■ 3.0	16. Communicates clearly what has to be done, whose responsibility it is, and why it matters
—	■ 3.0	■ 3.7	17. Successfully identifies and recruits new employees from inside and outside the organization
■ 4.0	□ 1.5	■ 3.3	18. Responds quickly and positively to suggested improvements, regardless of the level they originate from
■ 3.0	■ 5.0	■ 3.7	19. Promotes teamwork among groups; discourages ""we vs. they"" thinking
—	■ 4.5	■ 4.0	20. Celebrates progress toward individual and work team goals with public praise and appropriate tangible rewards

■ This item was ranked STRONGER by this perspective	■ This item was ranked MID-RANGE by this perspective
□ This item was ranked LOWER by this perspective	— Insufficient data available to calculate average

This Report Was Prepared For
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Section Six (continued)

Competency: Building Strong Teams

Comments

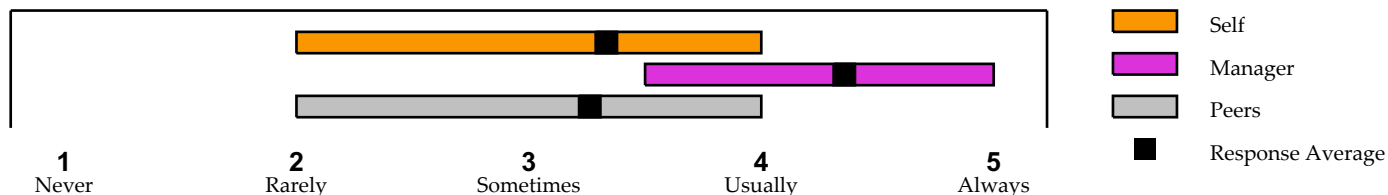
Comments are presented exactly as the rater(s) entered them.

Rater	Comments
Manager	A team oriented manager. Needs to provide more authoritative direction to team to ensure they understand the work to be done, the accomplishment to be made, and who is the boss.
Peers	Creates a team feeling but I wish he would deal with some of the weak links on the team. After all, we're only as strong as our weakest link.

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Section Six (continued)

Competency: Managing Outcomes



Your ability to establish measurable outcomes and create systems for monitoring progress toward them.

Self	Mgr	Peers	Item
—	3.5	3.3	21. Translates business strategies into clear, appropriate priorities and objectives
4.0	4.5	3.7	22. Integrates planning efforts across functional areas and business units
4.0	5.0	4.0	23. Establishes timelines and measurable outcomes for initiatives
4.0	4.5	3.3	24. Actively seeks out and eliminates investment of resources in low impact activities
2.0	4.5	3.5	25. Responds quickly and appropriately to change
2.0	5.0	2.0	26. Holds others responsible for outcomes and commitments
4.0	3.5	3.0	27. Uses financial and other information to measure the impact of initiatives against strategic outcomes

■ This item was ranked STRONGER by this perspective	■ This item was ranked MID-RANGE by this perspective
□ This item was ranked LOWER by this perspective	— Insufficient data available to calculate average

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Section Six (continued)

Competency: Managing Outcomes

Comments

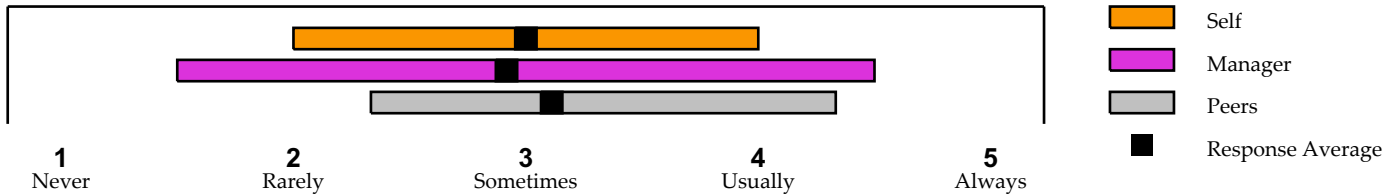
Comments are presented exactly as the rater(s) entered them.

Rater	Comments
Manager	Not a numbers person, but effective at the people-side of the business. High energy and enthusiasm for doing things differently to get different results.
Manager	Very good as preparing business plans and taking care of administration/business duties around the office.
Peers	I would like to know from him how our work impacts other departments. It seems we work in a silo most of the time.

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Section Six (continued)

Competency: Delegating to Others



Your readiness to explain expectations, provide appropriate resources, and assist with regular and unscheduled coaching.

Self	Mgr	Peers	Item
3.0	3.5	3.7	28. Delegates planning and decision-making activities to the lowest possible level in the organization
3.0	2.0	4.3	29. Gives assignments that accurately match individual skills and knowledge
4.0	4.5	2.3	30. Explains expectations and outcomes clearly before an assignment begins
2.0	2.0	3.3	31. Provides the appropriate resources and authority to get the job done
2.0	1.5	2.7	32. Monitors progress regularly
4.0	4.0	2.3	33. Responds promptly to requests for assistance

■ This item was ranked STRONGER by this perspective	■ This item was ranked MID-RANGE by this perspective
□ This item was ranked LOWER by this perspective	— Insufficient data available to calculate average

This Report Was Prepared For
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Section Six (continued)

Competency: Delegating to Others

Comments

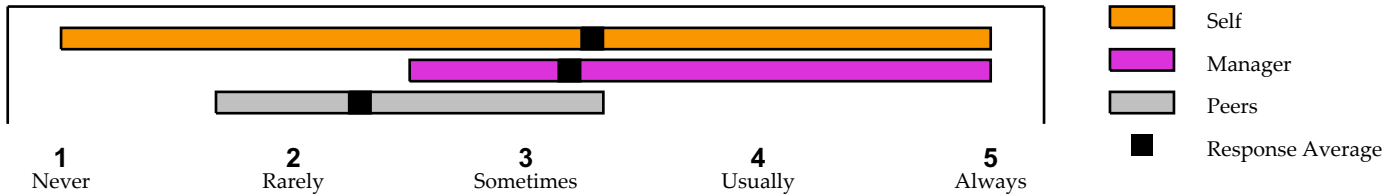
Comments are presented exactly as the rater(s) entered them.

Rater	Comments
Manager	Service-oriented. Helpful minded. Clear with customers to set deliverables expectations appropriately.
Peers	Over delegates. I would like to know what work he does for his department.
Peers	Knows his peoples skills and challenges them to use them. Should do better at telling his people what results he wants though. The work done doesn't always match his anticipated outcome.
Peers	If John took more time to thoroughly explain the results he wants I think he would have a better shot at successful outcomes.

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 JOHN DEMO
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Section Six (continued)

Competency: Developing Others



Your ability to build the underlying strength and continuity of the organization by recognizing potential and developing it through attention to training, coaching, and evaluation of performance.

Self	Mgr	Peers	
<input type="checkbox"/> 1.0	<input checked="" type="checkbox"/> 2.5	<input type="checkbox"/> 1.7	34. Accurately evaluates the strengths and developmental needs of employees
<input checked="" type="checkbox"/> 3.0	<input checked="" type="checkbox"/> 3.0	<input checked="" type="checkbox"/> 3.3	35. Recognizes individual potential and creates opportunities for people to use it
—	<input checked="" type="checkbox"/> 3.0	<input type="checkbox"/> 1.7	36. Sets goals and timelines that recognize the need for balance between career and non-work activities
<input checked="" type="checkbox"/> 4.0	<input checked="" type="checkbox"/> 5.0	<input checked="" type="checkbox"/> 2.7	37. Provides appropriate training and advice
<input checked="" type="checkbox"/> 3.0	<input checked="" type="checkbox"/> 3.5	—	38. Helps employees understand and apply organizational standards and values
<input checked="" type="checkbox"/> 3.0	<input checked="" type="checkbox"/> 2.5	<input type="checkbox"/> 2.0	39. Provides timely and effective performance feedback
<input checked="" type="checkbox"/> 4.0	<input checked="" type="checkbox"/> 3.0	<input checked="" type="checkbox"/> 2.7	40. Helps team members learn from disappointments and setbacks
<input checked="" type="checkbox"/> 5.0	<input checked="" type="checkbox"/> 3.0	<input type="checkbox"/> 2.0	41. Gives fair and accurate performance evaluations

This item was ranked STRONGER by this perspective
 This item was ranked MID-RANGE by this perspective
 This item was ranked LOWER by this perspective
 — Insufficient data available to calculate average

This Report Was Prepared For
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Section Six (continued)

Competency: Developing Others

Comments

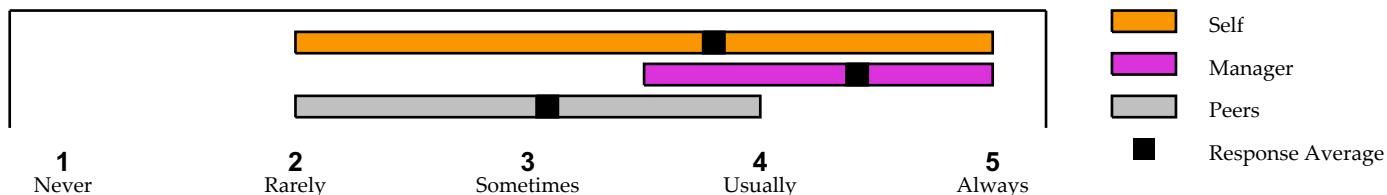
Comments are presented exactly as the rater(s) entered them.

Rater	Comments
Manager	Sees the value in training others to perform well. Sometimes has difficulty translating the training to organizational benefit.
Manager	Seems to be fair most of time when it comes to evaluations
Peers	Isn't real concerned with training others to develop their careers.

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Section Six (continued)

Competency: Making Decisions



Your ability to stay strategic, results-oriented, and productive and still do justice to the complexity of issues and the views of others.

Self	Mgr	Peers	Item
2.0	4.0	3.7	42. Keeps meetings and discussions on track
5.0	4.0	4.0	43. Expresses ideas clearly and concisely
4.0	3.5	—	44. Relates decisions to strategic goals and outcomes
—	5.0	—	45. Deals effectively with risk and ambiguity
4.0	5.0	2.7	46. Takes calculated risks to foster innovation and increase stakeholder value
4.0	5.0	2.0	47. Builds consensus by selling the benefits of decisions

■ This item was ranked STRONGER by this perspective	■ This item was ranked MID-RANGE by this perspective
□ This item was ranked LOWER by this perspective	— Insufficient data available to calculate average

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Section Six (continued)

Competency: Making Decisions

Comments

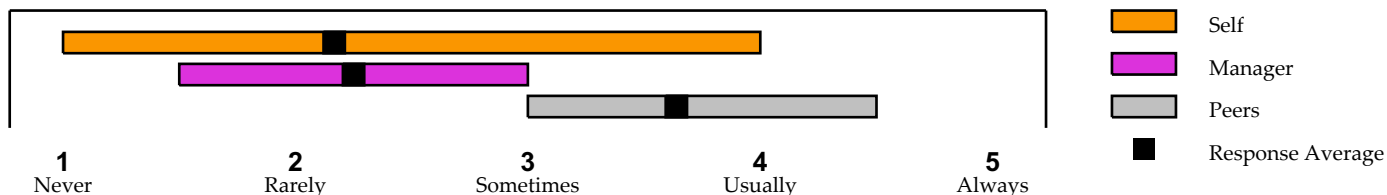
Comments are presented exactly as the rater(s) entered them.

Rater	Comments
Manager	Sales person at heart. Uses the power of persuasion to get people to see things his way.
Peers	Meetings tend to drag on past when I think they should. We should get to the point of the meeting, discuss, decide, and end.
Peers	Be a risk taker, man! Just be sure and take calculate risks.

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Section Six (continued)

Competency: Dealing with Conflicting Ideas



Your ability to speak out in the face of opposition, acknowledge conflict, and work openly toward strategically aligned solutions.

Self	Mgr	Peers	Item
2.0	1.5	3.0	48. Encourages healthy conflict among competing points of view
3.0	3.0	4.0	49. Speaks out on important/difficult issues
1.0	2.5	3.3	50. Wins the confidence of others by dealing fairly and openly with points of view other than his or her own
4.0	2.5	4.0	51. Listens carefully and without interrupting
1.0	2.0	3.0	52. Willingly shares information with other decision-makers throughout the organization
2.0	2.0	4.5	53. Works to reach decisions that recognize and capture contributions from diverse points of view

■ This item was ranked STRONGER by this perspective	■ This item was ranked MID-RANGE by this perspective
□ This item was ranked LOWER by this perspective	— Insufficient data available to calculate average

This Report Was Prepared For
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Section Six (continued)

Competency: Dealing with Conflicting Ideas

Comments

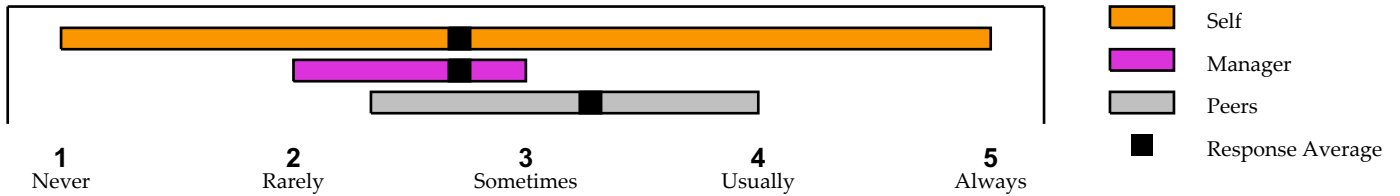
Comments are presented exactly as the rater(s) entered them.

Rater	Comments
Manager	Needs to be careful about the audience when speaking. There are times to speak up and times to bite your tongue and strategize for the right moment and right words to say.
Peers	No problem speaking out. Doesn't seem to appreciate when others speak up and create potential conflict.
Peers	Will definitely let you know his views. Should be mindful of who the recipient of his message is. Wouldn't want to see John get in to "hot water" for the wrong reasons.

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Section Six (continued)

Competency: Personal and Professional Growth



Your ability to solicit and act on constructive feedback, challenge yourself with tough assignments, and demonstrate resilience and courage in the face of setbacks and opposition.

Self	Mgr	Peers	Item
2.0	2.5	4.0	54. Actively seeks feedback to enhance own performance
4.0	3.0	3.7	55. Accepts feedback openly and nondefensively
1.0	3.0	3.7	56. Works hard to improve own knowledge and skills
1.0	2.0	3.3	57. Seeks out challenging assignments
3.0	3.0	—	58. Stays calm and patient even in high pressure situations
5.0	3.0	2.3	59. Shows flexibility and resilience in the face of change
3.0	2.5	2.7	60. Accepts responsibility for own mistakes; doesn't blame others

■ This item was ranked STRONGER by this perspective	■ This item was ranked MID-RANGE by this perspective
□ This item was ranked LOWER by this perspective	— Insufficient data available to calculate average

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JOHN DEMO
Birkman International, Inc.

Section Six (continued)

Competency: Personal and Professional Growth

Comments

Comments are presented exactly as the rater(s) entered them.

Rater	Comments
Manager	Is achievement minded. Seeks to better all of the time. Should take more personal initiative and charge over his career here by seeking out high profile assignments.
Manager	Peformance in high pressure situations can be suspect.
Peers	Great self-developer. Should seek out projects to stretch skillset to improve even more.
Peers	When things don't go well take the heat. As the manager John should realize that the buck stops with him, not one of his team members.

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Section Seven

General Comments

Question: What are this person's greatest strengths?

Comments

Comments are presented exactly as the rater(s) entered them.

Rater	Comments
Manager	His education and experience bring a high degree of skill to the work he does. His technical knowledge is excellent. John is an effective communicator with the people skills to engage and motivate others. His analytical problem solving and planning skills are strong. John is dependable, flexible, friendly, hard working, expressive, and a team player.
Peers	His greatest strengths are 100% commitment to whatever he does and his problem solving skills. He is a strong communicator effective at all levels of the organization. His positive attitude is important for the team, particularly when the team encounters difficult challenges.

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Section Seven (continued)

General Comments

Question: What are this person's greatest growth opportunities?

Comments

Comments are presented exactly as the rater(s) entered them.

Rater	Comments
Manager	John develops a very supportive team. As far as weaknesses, his people management skills could be stronger, and his expectations of others are not always realistic. He could also improve his conflict resolution skills with his direct reports.
Peers	He can get personally attached to projects and their success. This can sometimes make him too demanding of others. He sometimes expects the same level of commitment to projects that he brings. This can lead to work-life balance issues for those working with him as well as him.

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Section Seven (continued)

General Comments

Question: If you could provide this person with coaching advice, what would that advice be?

Comments

Comments are presented exactly as the rater(s) entered them.

Rater	Comments
Manager	Be mindful of the thought processes of others. When there are high expectations placed upon us, we can start thinking negatively. Help others organize their work. When you create an action plan, you will find that it is easier to deal with high expectations. Do not meet separately with people in conflict. The person in conflict has a vested interest in making himself or herself right if you place yourself in the position of judge and jury.
Peers	You can accomplishment more by working less. You can start to shift to a more fulfilling life style right now if you are willing to ask for the help of others.

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Section Eight

Personal Action Planning

1. If you provided Birkman with critical competencies prior to receiving the Report, the competencies you selected are marked with an asterisk in the table below. In most cases, you will want to spend most of your analysis and planning time on them.

If you did not provide competencies in advance, you should select two or three competencies now based on their importance to your organization and to the role you play now and hope to play in it in the future. While it is natural to gravitate toward competencies where the feedback shows the most room for improvement, you should probably select at least one competency where the feedback shows significant skills that you can develop further and thus increase the positive impact you already have on the organization. Also bear in mind that not all developmental areas are equally important to address. Unless a developmental need is clearly related to your present or future role in the organization, it is probably not worth pursuing at this point. As you select competencies to focus on, you may find it helpful to confer with your manager, Birkman consultant, or human resources professional.

2. Next, using the worksheet on the next page, collect your insights into the feedback on each of competencies you selected. (Be sure to include your self-evaluation (Self) as part of the feedback from different perspectives.)

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Competency	Insights from Differences in Responses from Different Perspectives	Insights from Responses to Individual Questions and Comments	Insights from Score Mapping	Other Insights
Making Decisions (3.8)				
Managing Outcomes (3.7)				
Ensuring Long Term Results (3.5)				
Building Strong Teams (3.4)				
Leading Others (3.1)				
Dealing with Conflicting Ideas (3.1)				
Personal and Professional Growth (3.1)				
Delegating to Others (3.0)				
Developing Others (2.8)				

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- Finally, use the Action Planning Worksheet below--or a similar form provided by your organization's HR group--to plan your response to the Birkman 360 feedback on each target competency. Remember, in the case of strengths, to ask how you will use the associated skills more consciously to deepen the organization's resources and increase your impact on key objectives and outcomes. For developmental areas, be sure to specify training and other resources you may need, including support from your manager or other managers in the organization.

Action Planning Worksheet

Competency 1 _____

<i>Specific Skills and Behaviors I Will Focus On</i>	<i>Actions I Will Take To Develop Them</i>	<i>How I Will Measure My Improvement and its impact on the Organization</i>	<i>Timetable for Improvement</i>
1.			
2.			
3.			

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Action Planning Worksheet

Competency 2 _____

<i>Specific Skills and Behaviors I Will Focus On</i>	Actions I Will Take To Develop Them	How I Will Measure My Improvement and its impact on the Organization	Timetable for Improvement
1.			
2.			
3.			

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Action Planning Worksheet

Competency 3 _____

<i>Specific Skills and Behaviors I Will Focus On</i>	Actions I Will Take To Develop Them	How I Will Measure My Improvement and its impact on the Organization	Timetable for Improvement
1.			
2.			
3.			