

BIRKMAN

SIGNATURE

REPORT

THIS REPORT WAS PREPARED FOR
DAVE YOUNG (G5MBD5)
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WHAT'S IN YOUR BIRKMAN REPORT?



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WELCOME

This section provides background information on The Birkman Method® and outlines the purpose and benefits of your Signature Report.



WELCOME

Background

The Birkman Method is a powerful tool that identifies your strengths, behaviors, motivations, and interests.

The Birkman Method is reliable.

This means that the results of the assessment remain relatively stable over time.

The Birkman Method is valid.

This means that statistical studies have been and continue to be conducted to ensure that the assessment measures what is intended.

Purpose

When you have finished reviewing your report you will know more about yourself, what makes you unique, and how this impacts you and those with whom you interact. Being empowered by this information will help you in virtually all parts of your life.

Specific benefits include:

- Learning what interests you at work and at home
- Discovering what behaviors others notice about you
- Articulating your unique strengths and opportunities
- Exploring your career interests with scientifically-backed data

For over **65 years**, The Birkman Method® has been helping people reach further with our unique yet scientific approach to behavioral & occupational assessments. Used by millions of people and the **world's best companies** to:

- > develop leaders
- > improve teamwork
- > explore careers
- > select talent
- > increase sales and productivity

What do you hope to learn from your Birkman Signature Report?



We take these four colors seriously at Birkman. Our use of color becomes shorthand for understanding fundamental differences between people. Below is a breakdown of the significance of each Birkman color.

RED

DOER

RED is the Birkman color for people who prefer to make quick decisions and get results. Reds are direct and action-oriented and give full attention to the task at hand. Reds enjoy building, working with their hands, organizing people and projects, solving practical problems, and producing an end product they can see and feel. Reds are objective, energetic, commanding and enjoy team competition. Reds get results through action.

YELLOW

ANALYZER

YELLOW is the Birkman color for people who love working with processes, details, definitions and rules. yellows enjoy doing careful and detailed calculations, scheduling, recordkeeping, and establishing systematic procedures. They are usually comfortable with numbers, place a high priority on being fair, and are cautious and thorough in analysis. yellows are task-oriented and often prefer indirect communication methods including forms, rules and regulations. If you need to get organized, find a yellow.

GREEN

COMMUNICATOR

GREEN is the Birkman color for people with a strong desire to communicate and work with people. Every time you see a Green, they are selling, persuading, promoting, motivating, counseling, teaching or working with people to get results. Greens who believe in a product, service or idea can communicate about it with ease and a natural confidence. If you want someone to win friends and influence people, a Green is your person for the job.

BLUE

THINKER

BLUE is the Birkman color for the concept and idea person. Blues love innovation, being creative and long-term planning. They enjoy abstract thinking and discovering new ways to solve problems. Blues thrive on generating fresh ideas and coming up with the most viable solutions for the problem at hand. Blues tend to be introspective, and while they love originality and innovation, they may need to be around other creative individuals to trigger the spark.

YOUR BIRKMAN MAP

Your Birkman Map® provides an aerial view of who you are and allows you to see how and where you fit into the big picture.



BIRKMAN MAP

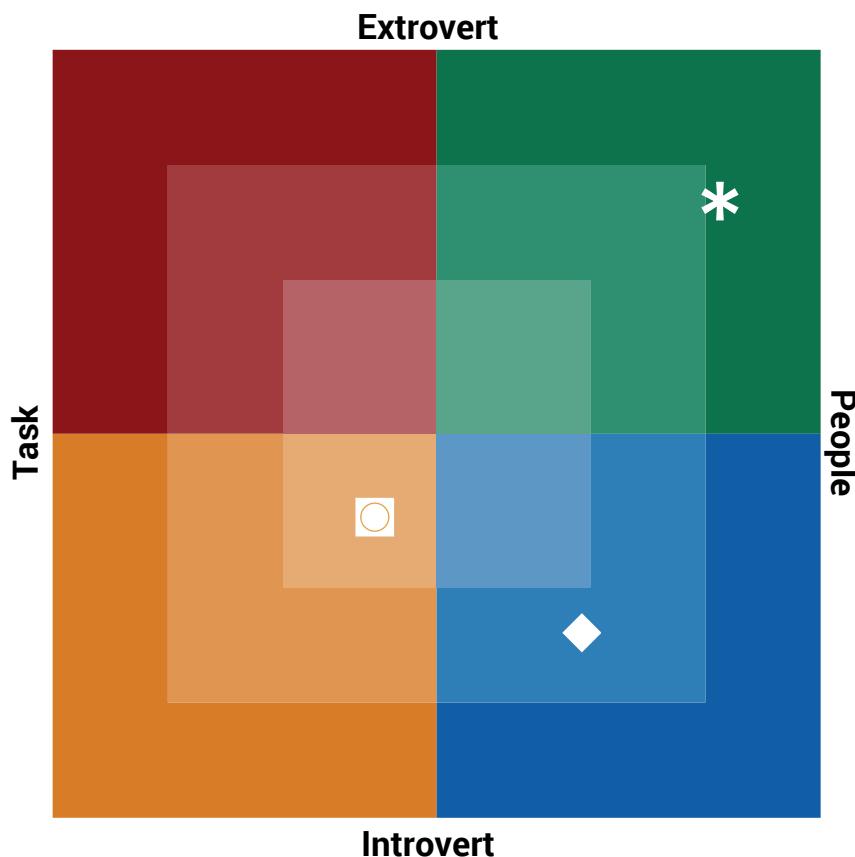
The Symbols on your Birkman Map identify who you are on two key dimensions. The placement of the symbol within a color quadrant represents the degree to which you display similarities to that color quadrant. The left and the right sides of the map (horizontal axis) represent your preference for dealing with tasks or people. The top and the bottom (vertical axis) represent whether you are more extroverted or introverted in your style.

 **INTERESTS** - The Asterisk represents what you like to do and where you gravitate in terms of activities you enjoy.

 **USUAL BEHAVIOR** - The Diamond represents how you usually behave. These are your strengths, and they compose your best, most productive style. This is how other people see you. Usual Behavior is how you act when your Needs have been met.

 **NEEDS** - The Circle represents how you need to be or expect to be treated by other people and your environment. Needs often remain hidden or invisible to others.

 **STRESS BEHAVIOR** - The Square represents your frustrated behavior. This is your reactive, unproductive style. Stress Behavior is how you act when your Needs have not been met for an extended period of time. You may see some of the challenges you face arise here.





EXPLANATION OF YOUR INTERESTS (THE ASTERISK) *

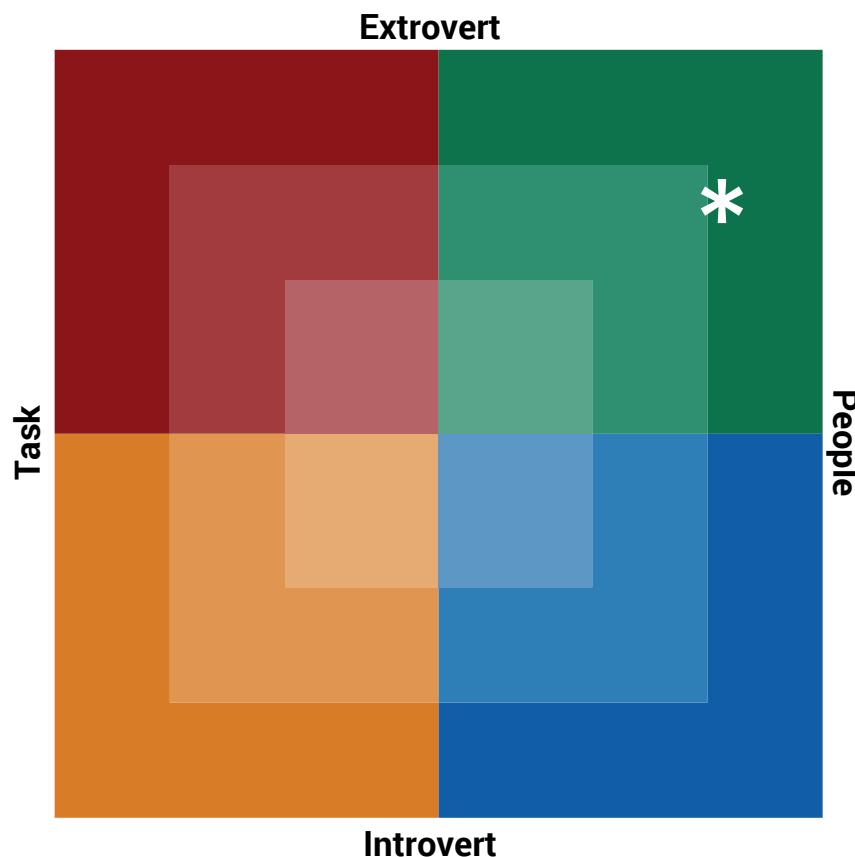
The kinds of activities you prefer are described by the Asterisk. Your Asterisk is in the GREEN quadrant. You probably enjoy very people-centered activities.

Interests in the GREEN quadrant include:

- selling and promoting
- persuading
- motivating people
- counseling or teaching
- working with people

Your Asterisk shows that you like to:

- sell or promote
- direct people
- motivate people
- build agreement between people
- persuade, counsel or teach





EXPLANATION OF YOUR USUAL BEHAVIOR (THE DIAMOND)

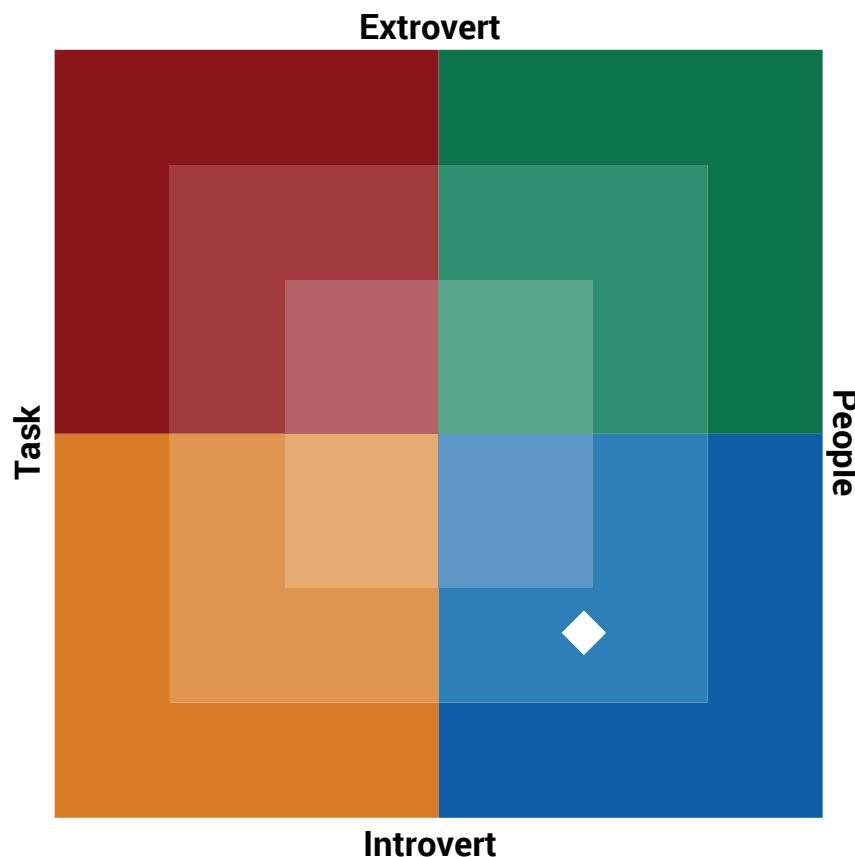
The productive way you set about your tasks is described by the Diamond. Your Diamond is in the BLUE quadrant. When you are working effectively, you tend to be reflective and creative.

Usual Behaviors in the BLUE quadrant include being:

- insightful
- selectively sociable
- thoughtful
- reflective
- optimistic

Your Diamond shows that you are usually:

- insightful
- optimistic
- thoughtful
- selectively sociable
- reflective





EXPLANATION OF YOUR NEEDS (THE CIRCLE)

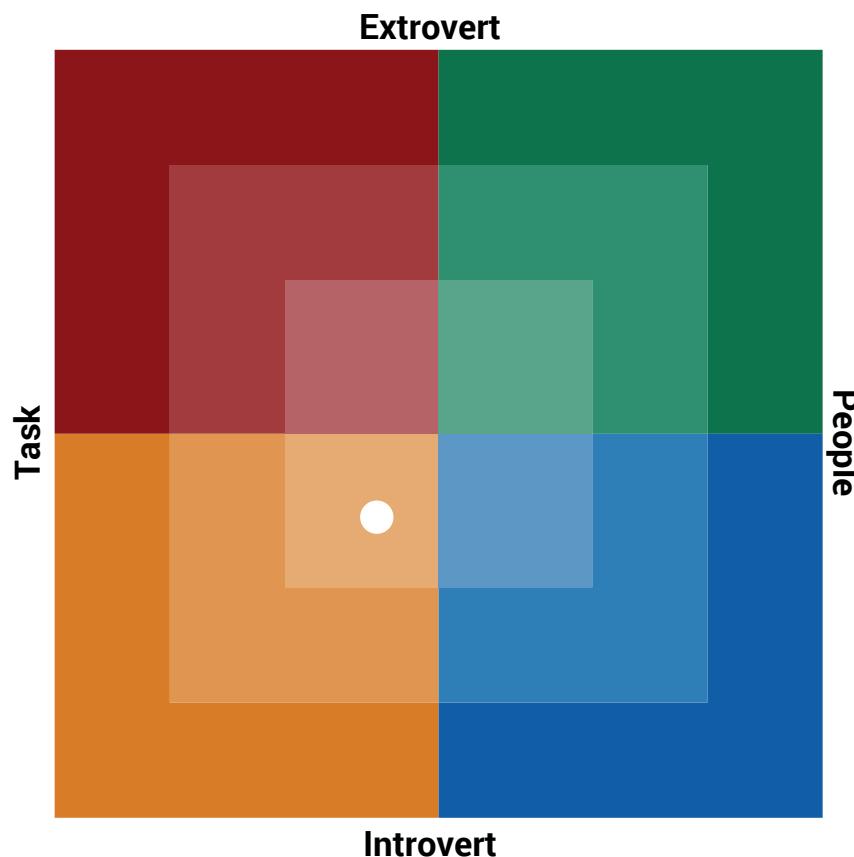
The support you need to develop your Usual Behavior is described by the Circle. Your Circle is in the YELLOW quadrant, but it also lies fairly close to the middle of the Map. To be most effective, you can use to good advantage the support offered by all four quadrants.

Those with Needs in the YELLOW quadrant want others to:

- encourage an organized approach
- permit concentration on tasks
- offer an environment of trust
- be consistent

Your Circle shows you are most comfortable when people around you:

- do not show extremes in behavior





EXPLANATION OF YOUR STRESS BEHAVIOR (THE SQUARE)

Your Stress Behavior is described by the Square. Your Square is in the YELLOW quadrant, but it also lies fairly close to the middle of the Map. When people don't deal with you the way your needs suggest, you may exhibit stress behaviors from all four quadrants.

Those with Stress Behaviors in the YELLOW quadrant:

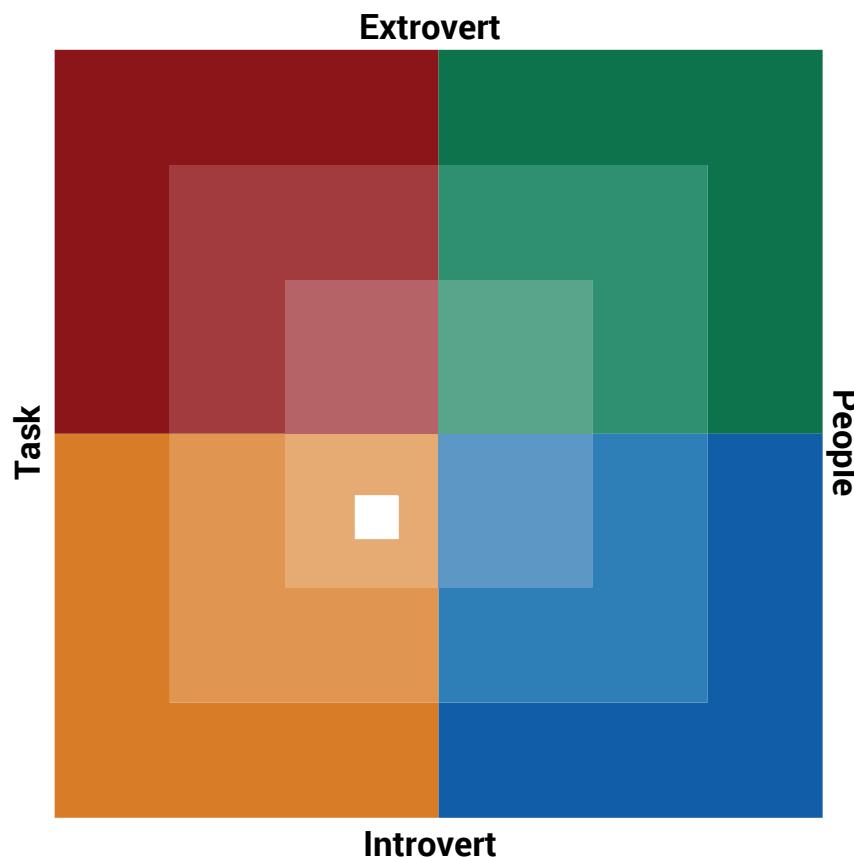
- become over-insistent on rules
- resist necessary change
- are reluctant to confront others
- may be taken in

Your Square shows that under stress you may become:

- resistive to change and over-controlling

Your Square shows that you may also become:

- impersonal and anxious
- insensitive and impatient
- overly factual and resistant

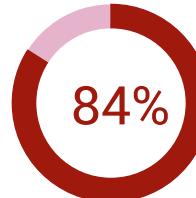
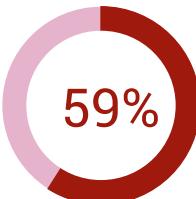
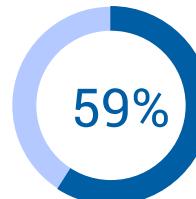
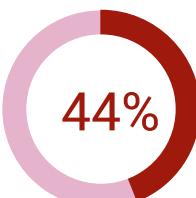
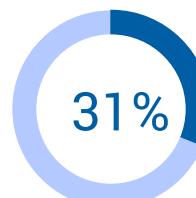
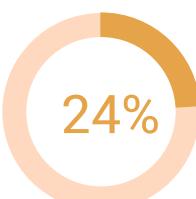
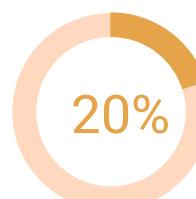


YOUR INTERESTS

This section looks at your interests. High scores indicate activities you enjoy. Low scores indicate areas you would prefer to avoid. Interests do not always translate to skill but do represent important motivators.

BIRKMAN INTERESTS



 <p>LITERARY Appreciation for language Activities include: Writing, reading, editing</p>	 <p>SCIENTIFIC Research, analysis, intellectual curiosity Activities include: Investigating, exploring medicine, experimenting</p>
 <p>SOCIAL SERVICE Helping, advocating for people Activities include: Teaching, counseling, volunteering</p>	 <p>PERSUASIVE Persuading, motivating, selling Activities include: Debating, influencing, promoting</p>
 <p>TECHNICAL Hands-on work with technology and machinery Activities include: Programming, assembling, using gadgets</p>	 <p>MUSICAL Playing, singing or listening to music Activities include: Attending concerts, collecting and appreciating music</p>
 <p>OUTDOOR Work in an outdoor environment Activities include: Being outdoors, farming, gardening</p>	 <p>ARTISTIC Creation, appreciation for arts, aesthetics Activities include: Painting, appreciating art, designing</p>
 <p>NUMERICAL Working with numbers and data Activities include: Accounting, investing, analyzing</p>	 <p>ADMINISTRATIVE Systems, order and reliability Activities include: System tracking, record keeping, categorizing</p>

YOUR BEHAVIORS

This section takes an in-depth look at how you behave and what makes you tick. This section will also explore how you are likely to react when you find yourself in stressful situations.

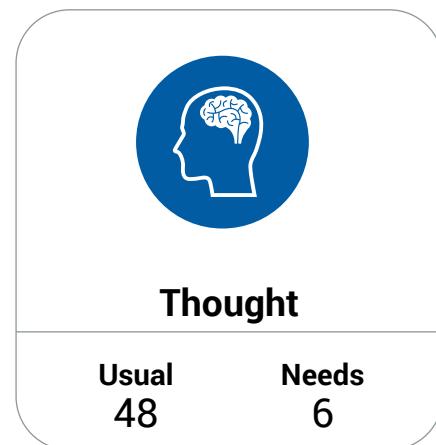
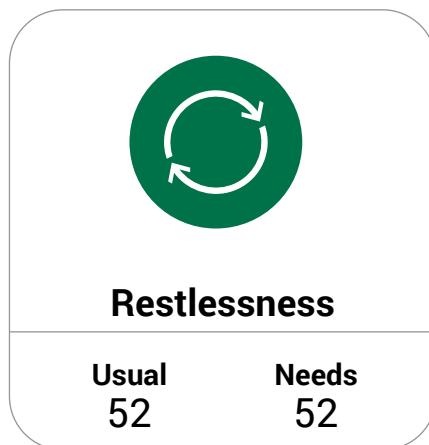
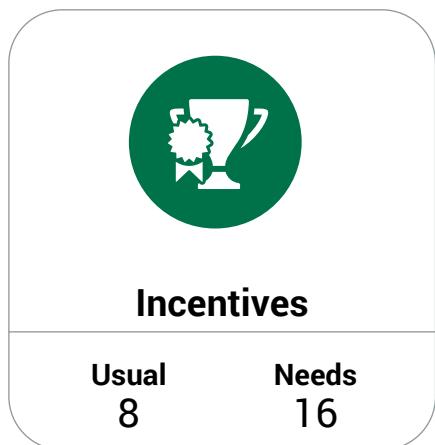
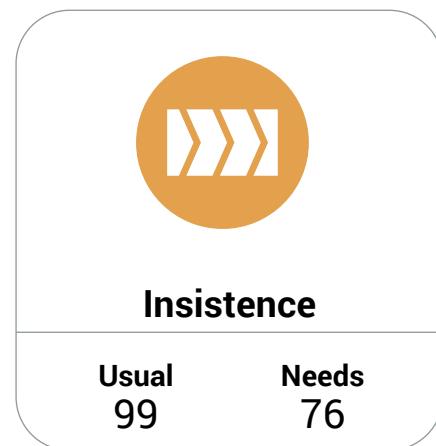
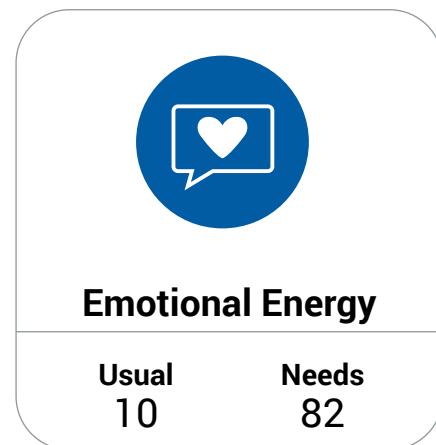


BIRKMAN COMPONENTS

Birkman measures nine components of personality.



BIRKMAN COMPONENT DASHBOARD





USUAL, NEEDS & STRESS



SOCIAL ENERGY

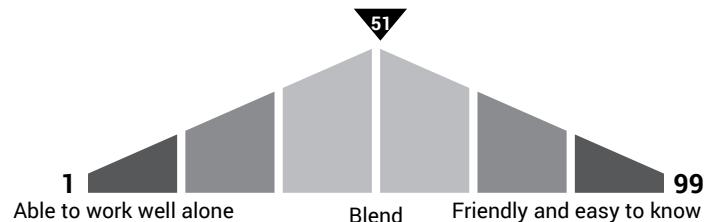
Your sociability, approachability, and preference for group and team participation

Since you prefer to combine a few really close personal relationships with a broader circle of casual friends, you have the combined strengths of being able to spend time on your own or with your close friends and being comfortable in social settings.

Usual Behavior:

- balances group and private activities
- able to be alone
- able to be with others

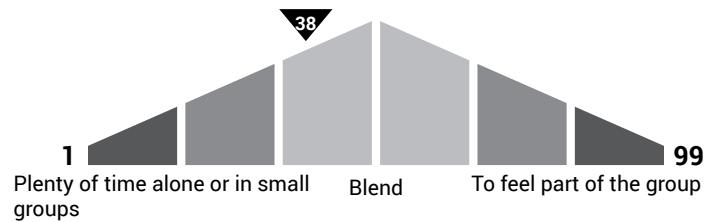
Usual Behavior



Needs:

Your social needs are also described by your strengths. It is important that you combine socially casual activities with plenty of time to be and work by yourself or in the company of your close friends.

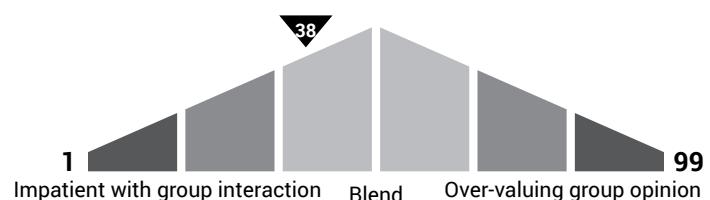
Needs



Causes of Stress:

Too much group activity, especially when forced on you, is likely to cause you to withdraw; while extended periods of solitude can generate feelings that cause you to seek out the support and acceptance of the group.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- becoming anti-social
- seeking group approval



USUAL, NEEDS & STRESS



PHYSICAL ENERGY

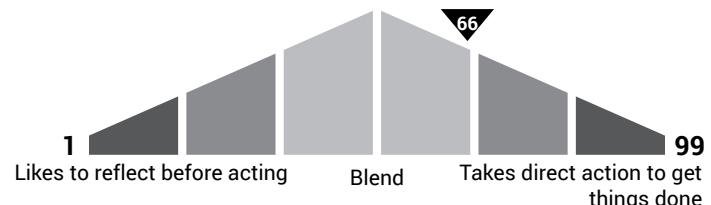
Your preferred pace for action and physical expression of energy

At your best, you are able to resist the demands of a very heavy schedule by taking time to plan the best course of action. Your natural tendency to balance reflection with action adds support to this valuable asset.

Usual Behavior:

- active, yet thoughtful
- balance of vigor and reflection
- enthusiastic while conserving energy

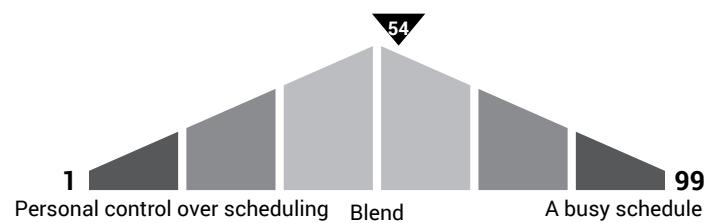
Usual Behavior



Needs:

An atmosphere which lends itself easily to the expression of your strengths is obviously best for you. Opportunities for personal action together with ample time for thought and planning provide a characteristic balance.

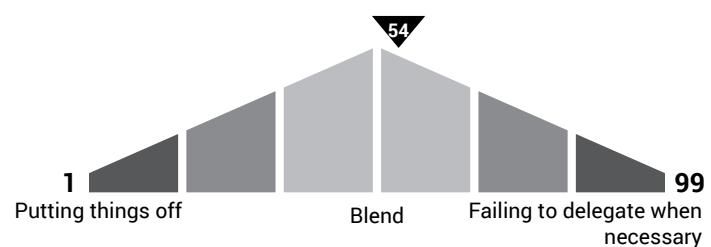
Needs



Causes of Stress:

The need for a combination of action and reflection makes you prone to the restlessness of having "time on your hands," as well as the problem of too many action-oriented demands on your time.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- restlessness
- fatigue



USUAL, NEEDS & STRESS



EMOTIONAL ENERGY

Your openness and comfort with expressing emotion

You are basically practical and objective in your outlook, keeping emotional issues from obscuring the facts. Relying occasionally on objectivity and logic, you tend to seek tangible and practical results.

Usual Behavior:

- objective
- practical
- logical

Usual Behavior



Needs:

Contrasting with your usual style and approach is an underlying need to have your feelings taken into account by others. A close friend or associate with whom you can share your inner thoughts and feelings can help you meet this need.

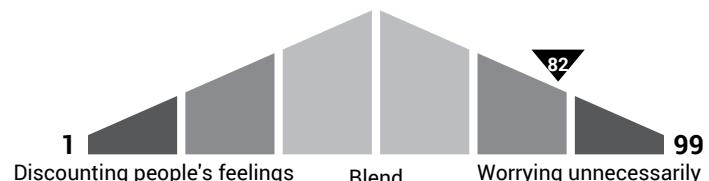
Needs



Causes of Stress:

You are subject to becoming dispirited or even discouraged when you feel that others are not paying enough attention to your feelings.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- becoming too subjective
- tendency to feel blue
- discouragement



USUAL, NEEDS & STRESS



SELF-CONSCIOUSNESS

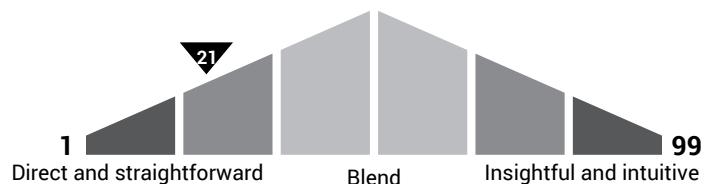
Your use of sensitivity when communicating with others

Among your strengths are your ability to avoid beating around the bush, and the ease with which you relate to others in a direct and straightforward manner. Things that embarrass and trouble most people cause you little bother.

Usual Behavior:

- straightforward
- unevasive
- matter-of-fact

Usual Behavior



Needs:

However, you need to sense that other people have a certain respect and appreciation for your personal feelings, especially the significant people in your life. But this need is not extreme, and the sensitivity should be balanced with frankness and openness.

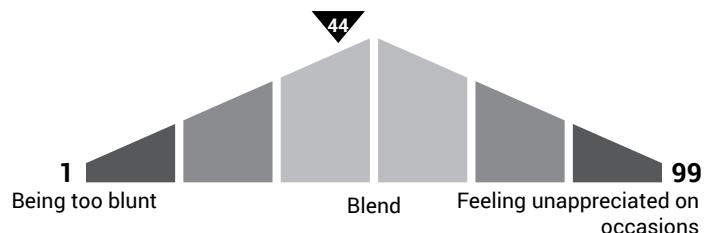
Needs



Causes of Stress:

When others are too blunt with you, you may find your feelings hurt; but too much sentiment and evasiveness can raise the discomfort of suspicion on your part.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- becoming sensitive to criticism
- becoming impersonal



USUAL, NEEDS & STRESS



ASSERTIVENESS

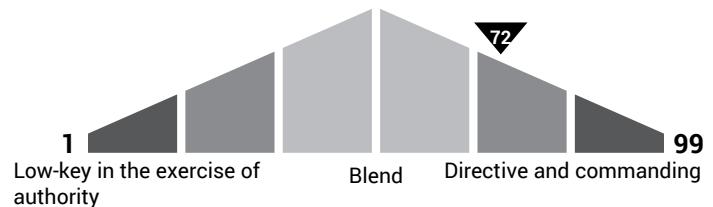
Your tendency to speak up and express opinions openly and forcefully

It is easier for you than most people to take charge and direct activities, and see to it that pre-arranged plans are carried out. You are comfortable with authority, and can exercise it in the form of procedure and control, or verbally.

Usual Behavior:

- self-assertive
- seeks to influence and excel
- enjoys directing others

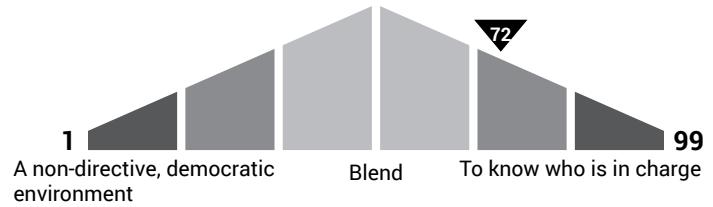
Usual Behavior



Needs:

It is good for you to be around people who enjoy discussion and friendly disagreement, but who also value your opinion. When being directed, you need clear, unambiguous instruction.

Needs



Causes of Stress:

While you respect and appreciate strength in others, you are likely to find "weak" people a bother. Your morale and enthusiasm can wane when you are forced to deal with people who have difficulty exercising their authority.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- over-assertive
- argumentative tendencies
- demanding personal attention



USUAL, NEEDS & STRESS



INSISTENCE

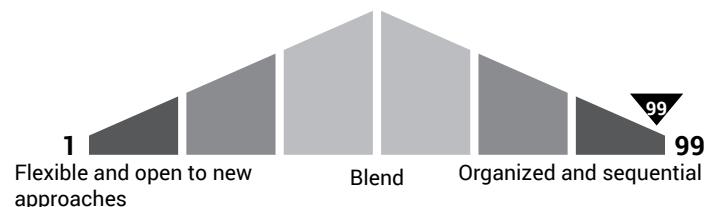
Your approach to details, structure, follow-through, and routine

You find it easier than most people to adapt comfortably to activities that require thoroughness and attention to detail. By preference, you rely on methods that have been tried and proven, logically emphasizing systems and controls.

Usual Behavior:

- concerned with detail
- logical in thought process
- completion-oriented

Usual Behavior



Needs:

Optimum performance can be expected when your activities are familiar and scheduled. Tasks that allow you to orient your action on the basis of precedent and lend themselves to tangible results provide a stable and predictable environment.

Needs



Causes of Stress:

Strong inner tension is likely when things develop differently from what you have planned. You tend to give too much attention to minute and unimportant detail under pressure.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- attempting to over-control
- over-reliance on precedent
- excessive attention to detail



USUAL, NEEDS & STRESS



INCENTIVES

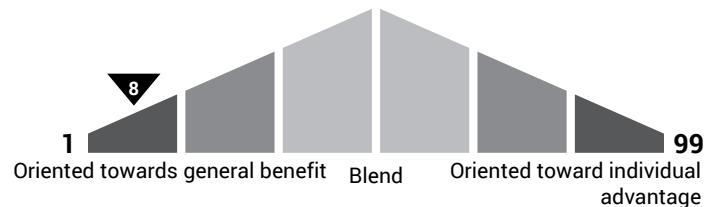
Your drive for personal rewards or preference to share in group rewards

Being primarily idealistic, you tend to focus on long-term and intangible benefits. Elements of trust and loyalty characterize your approach to just about everything.

Usual Behavior:

- trustful
- cooperative
- well-meaning

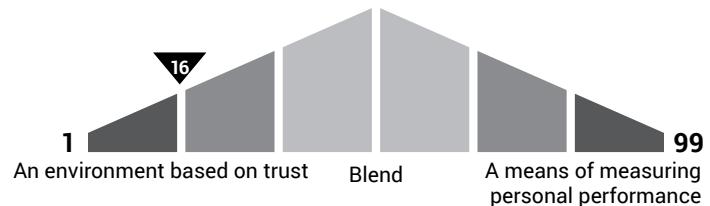
Usual Behavior



Needs:

Indicated by your idealistic nature is a need to have your efforts rewarded without your having to ask. You respond well to an atmosphere of mutual trust and to people who are trustworthy and loyal, placing primary emphasis on a team-oriented approach.

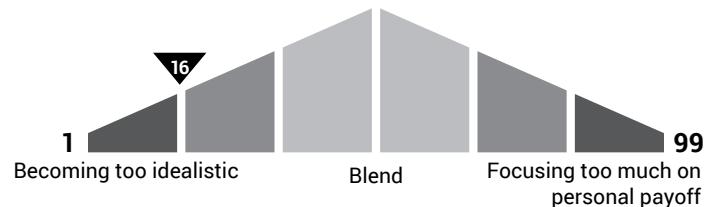
Needs



Causes of Stress:

Sometimes, you can become too idealistic, even impractical, and find yourself disappointed by the self-serving approach of those who are too openly competitive or oriented toward individual reward. This can upset your cordial attitudes.

Stress Behavior





USUAL, NEEDS & STRESS



RESTLESSNESS

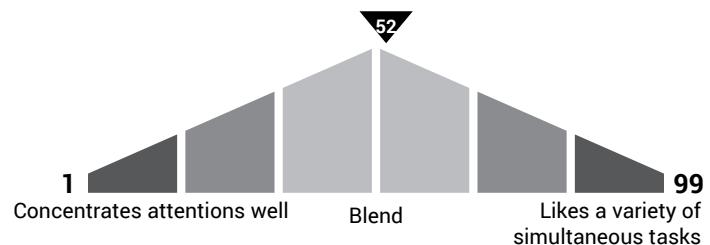
How you prefer to focus attention or change focus and seek varied activities

Your attentiveness and responsiveness combine with your ability to focus your concentration to give you many genuine assets. Among them are a certain adaptability to change, and a capability in handling distractions well.

Usual Behavior:

- not easily distracted
- concentrative, yet attentive
- moderate in dealing with priority changes

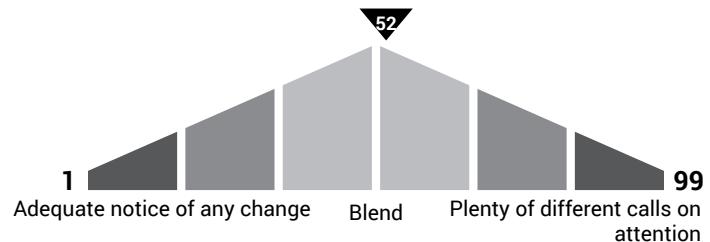
Usual Behavior



Needs:

It is likewise important for your surroundings to provide a balance of opportunities for change and variety with ample time to complete your projects.

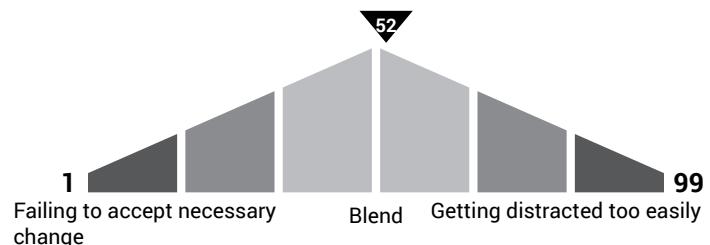
Needs



Causes of Stress:

If confronted with too much unexpected or sudden change, you may lose some of your flexibility. But when the balance swings too far the other way you may become bored with the dreariness of routine and lack of novelty.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- resistance to change
- difficulty concentrating



USUAL, NEEDS & STRESS



THOUGHT

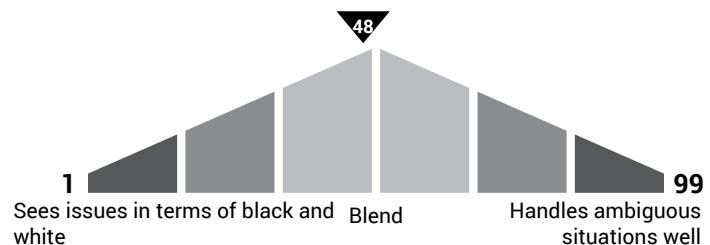
Your decision making process and concern for consequences in making the right decision

You exercise a reasonable amount of care when making decisions so that you consider all the angles and consequences. However, ordinary and routine decisions can be made quickly and without undue hesitation.

Usual Behavior:

- reflective, yet decisive
- thinking before acting
- quick grasp of situations

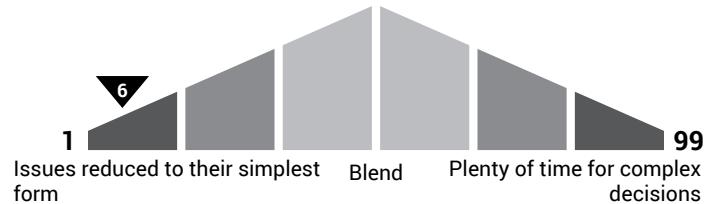
Usual Behavior



Needs:

Your strengths notwithstanding, you are most comfortable making decisions when circumstances involve a minimum of ambiguity and uncertainty. You need clear-cut, uncomplicated solutions.

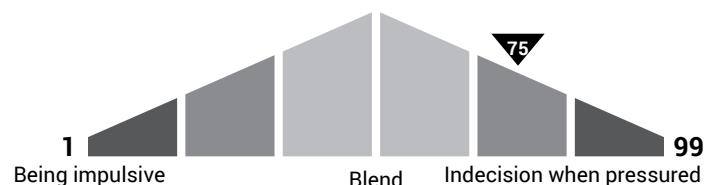
Needs



Causes of Stress:

Ambiguity and complexity can frustrate you from time to time and cause you to worry unnecessarily about the ultimate consequences of your decisions. You have a tendency to think categorically, and insecurity can develop when things are not clear.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- procrastinating
- worry
- fear of making mistakes



YOUR STRENGTHS

Now let's identify the strengths that make you uniquely you. These strengths were generated based on your Birkman Interests scores and Birkman Component scores. Carefully read each statement and check the ones that are most significant to you.

- You enjoy and can be effective at helping other people and making their lives better or more productive
- You like investigating situations -- often in a research or trouble-shooting capacity
- You like working with the written word, which may involve anything from documentation to the production of marketing materials
- You are straightforward and find it fairly easy to speak your mind, even with superiors
- You are structured and organized in your thinking and approach, and you bring these tendencies to the work you do
- You tend to be something of a natural authority figure; you can take charge when there seems to be a lack of leadership
- You appreciate an environment where everyone wins together
- You are generally logical and objective, able to get to the heart of the problem faster than people who are more emotional than you are

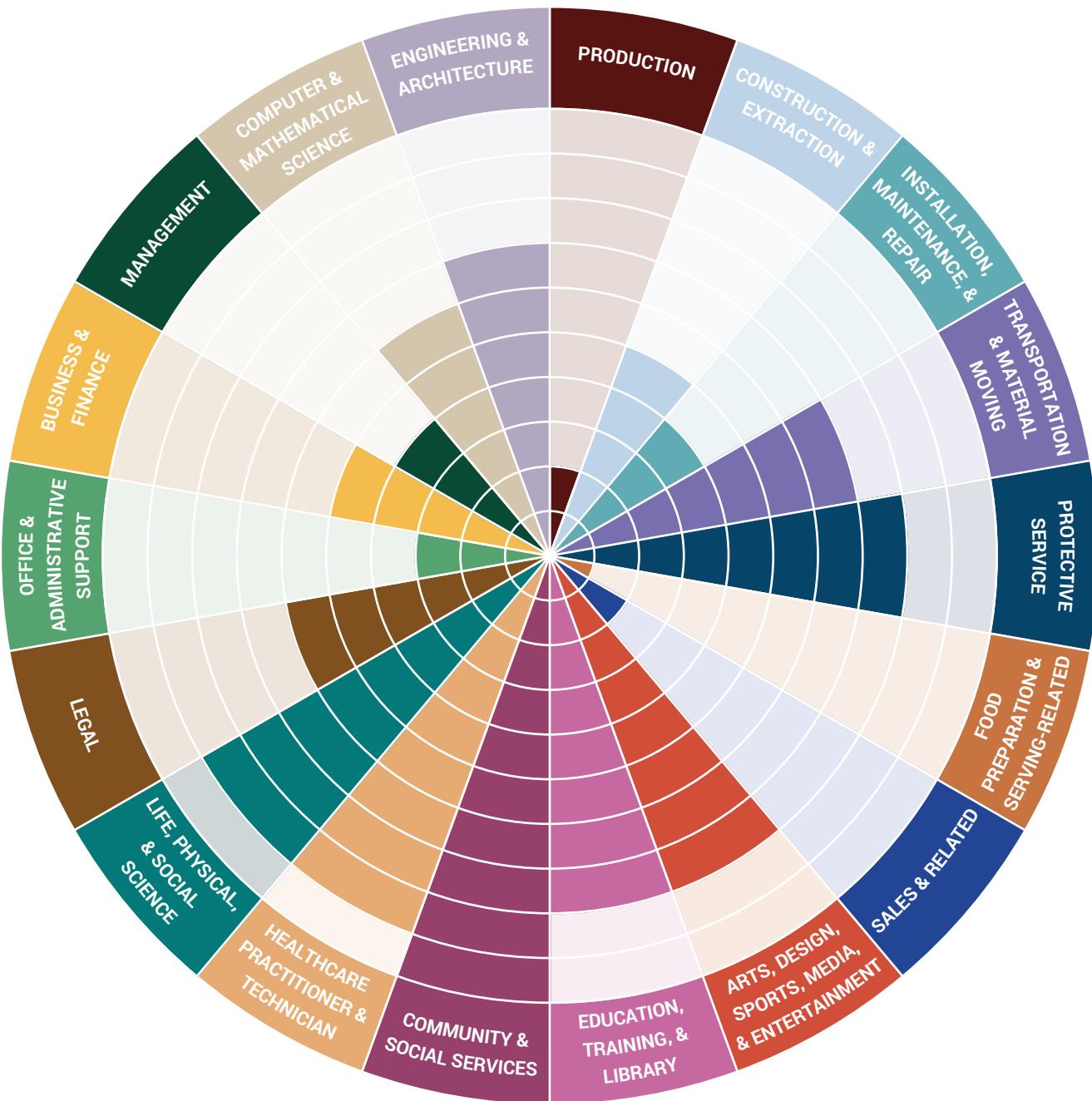
YOUR CAREER EXPLORATION

This section takes the information we have covered thus far and matches your personality profile to career families.



CAREER EXPLORATION OVERVIEW

The Career Exploration Overview is intended to expose you to the in-depth occupational information the Birkman measures. This page displays your strongest career options based upon your scores for Interests, Usual Behavior and Needs. This information will give you a better understanding of yourself and the careers in which you will be most comfortable.



Why might knowing this be helpful to you?

It depends on your career goals. If you are interested in exploring career fields, now or in the future, your Birkman results provide meaningful data around job families you may wish to consider and explore. They are not designed to be a predictor of success nor limit your exploration. Instead, we hope that you may use this data to formulate a deeper understanding of your ideal environments and the jobs you might enjoy.

CAREER EXPLORATION OVERVIEW



This section gives you additional information on the Job Families you most closely match. If you are interested in a more detailed career exploration that includes your match to specific careers, request a copy of your Career Exploration Report from your Birkman Consultant.

Your Top 6 Career Areas to Explore



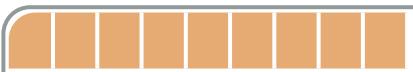
Community & Social Services

Counseling, rehabilitating, and/or supporting social and psychological matters of individuals, groups, or communities. Duties may include helping individuals maximize their mental and emotional well-being, cope with addictions, and lead healthy lifestyles, as well as providing spiritual, moral, or vocational guidance.



Life, Physical, & Social Science

Applying scientific knowledge and expertise to specific life, physical, or social science domains. Duties may include researching, collecting/analyzing qualitative and quantitative data, conducting experimental studies, devising methods to apply laws and theories to industry and other fields (e.g., mental health, agriculture, chemistry, meteorology, plant and animal life, human behavior and culture).



Healthcare Practitioner & Technician

Providing medical care and treatment in an effort to achieve optimal mental and physical patient well-being. Duties may include assessing patient health, diagnosing illnesses, performing surgery, prescribing medication, implementing prevention strategies, conducting/reviewing laboratory diagnostics, and supervising medical support staff. Most of these occupations require a graduate education.



Protective Service

Serving and protecting the best interests of the community, environment, and/or individuals, adhering to federal, state, and local laws. Duties may include investigating criminal cases, regulating traffic and crowds, fire fighting, ticketing/arresting perpetrators, inspecting baggage or cargo, responding to emergency situations, patrolling designated areas, guarding establishments, and providing other security measures.



Arts, Design, Sports, Media, & Entertainment

Creating and/or expressing ideas or demonstrating talents through various media for entertainment, informational, or instructional purposes. Duties may include acting, dancing, singing, designing graphics, operating media equipment, translating text, writing literature, producing/directing movies or plays, public speaking, radio announcing, competing in sporting events, news reporting, among other specific functions within the media.



Education, Training, & Library

Teaching/training individuals or groups of people academic, social, or other formative skills using various techniques/methods. Duties may include instructing children, adolescents, adults, individuals with special needs, or other specific samples within a formal or informal setting, creating instructional materials and educational content, and providing necessary learning resources.

YOUR ACTION PLAN

It's time to put your learning into action! This section allows you to document your learning and commit to future goals.



YOUR ACTION PLAN

TIP: You can type in the fields and save this PDF.

After reviewing this profile, what key points or insights did you gain about yourself or others? What might be the most relevant or valuable to you at this time?

What commitments, lessons learned, or areas for further exploration might you have?

Key Insights

Relevant Actions

Dates

What strengths could you build on? What areas could you develop?

Build

Develop

Who would benefit from knowing this information? What content could be most beneficial to share? Do you have a timeline to share these insights?

Who will you share this with?

What will you share?

By when will you do it?

How will you hold yourself accountable in continuing to learn and seek feedback?



BIGGEST MISTAKES OTHERS CAN MAKE WITH YOU

The following statements are generated from your Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

- Giving you insufficient guidance or instructions
- Failing to make it clear exactly who is in charge
- Forcing you to think and act competitively
- Paying insufficient attention to what you are feeling as well as what you are saying
- Constantly changing their minds about what they want from you



HANDLING CONFLICT

The following statements are generated from your Component Usual, Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

SECTION A: Your effective approach to handling conflict

- Engage directly with key players, instead of attempting to avoid the issue
- Prefer to take a structured or step-by-step approach to dealing with conflict
- A naturally authoritative person, you find it easy to direct conflict situations, even if other people try to dominate
- Prefer to try and find common ground between people who are in conflict, rather than determine who's going to win or lose
- Like people to focus on the facts in conflict situations and not allow their feelings to get the better of them

SECTION B: Your less effective approach

- If you are involved in some formal conflict management process, you can be tempted to follow that process too rigidly
- Can become domineering, dealing with others by attempting to dominate rather than engage constructively with other people
- Can become over-idealistic, seeking for ideal rather than practical solutions
- Your feelings, particularly negative feelings, can impede your ability to deal effectively with conflict
- Under pressure, can begin to see ambiguity in what are fundamentally simple issues

SECTION C: Increasing your effectiveness

- Have a structured plan for dealing with the conflict, even though you may not need to use it
- Make sure you know who is "in charge"



HANDLING CONFLICT

- Work to create an atmosphere where you feel that you and others are on the same team
- Find someone who is not directly involved and tell that person about your feelings, particularly the negative ones
- Focus first on the key issues that are "go-don't go" in nature, leaving the more difficult ones until later



RELATIONAL DISRUPTERS

The following statements are generated from your Component Usual and Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

SECTION A: How you may upset others without intending to do so

- You can be direct and straightforward in one-on-one encounters, and this can upset some co-workers who prefer you be more diplomatic
- You are organized and detail-oriented, and some co-workers don't need as much structure as you may bring to your interactions with them
- You are a natural authority figure, and you can appear more domineering or threatening to quieter co-workers than you may realize
- You believe that benefits for the team as a whole are more important than individualized incentives, and some of your co-workers may be more competitive than you think
- You think primarily in terms of facts or logic, and this can cause some co-workers to suspect that you are downplaying their feelings

SECTION B: How others may unintentionally annoy you

- When co-workers fail to follow the rules or observe precedent, you can become annoyed
- You can think that co-workers who prefer to use guidance rather than commands or orders are ineffective at directing others
- You can feel uneasy when others start to haggle or bargain over competitive issues
- Your feelings can be hurt more easily than many co-workers realize
- Co-workers who over-complicate decisions or who are indecisive can annoy you

SECTION C: Avoiding "derailers" and becoming more effective

- Some people just don't need the detail or the security of precedent that you do. Unless discussion of more detailed matters is vital, let it go for now



RELATIONAL DISRUPTERS

- Rein yourself in over authority issues. Learn daily which situations can benefit from asking, "What do the rest of you think?" Learn to be patient with those who find it hard to speak up
- Let co-workers act and think competitively where that's appropriate, even if it makes you feel a little uncomfortable
- Talk out your feelings with a person you can trust. When co-workers do something that triggers an emotional response in you, tell the person you trust instead of allowing your emotions to run away with you. Learn to do this routinely
- Hear other people out when a decision has to be made, unless it really has to be made here and now. Don't try and over-simplify issues just for the sake of a quick decision



MANAGING YOUR TIME

The following statements are generated from your Component Usual, Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

Your effective approach to managing your time

- Focus: Prioritizing:** You are most effective when you structure your projects and the projects of other people. Organizing your tasks, sequencing, and assigning priority to them works best for you
- Focus: Delegating:** You are usually aware that, while you have sufficient energy to deal with those tasks that you must handle yourself, you are most effective when handing off tasks that can be delegated to others
- Focus: Delegating:** It is fairly easy for you to delegate simple matters: you prefer to exercise more care with, and to take more time deciding how best to handle, those tasks that are more complex or ambiguous
- Engaging others:** You are able to engage key individuals by being direct and straightforward with them about your requirements and your expectations of them
- Engaging others:** You are fairly friendly, but you are able to distinguish between situations that are best addressed by engaging with the team and those times when an individual approach may be more effective
- Engaging others:** You find it easy to stick with the facts, even when others may be clouding the situation by bringing in more subjective issues
- Engaging others:** You prefer to balance your time between projects that require your undivided attention, and matters which you can handle simultaneously
- Being accountable:** You hold yourself to certain ideals and principles, and you prefer your team to value them, too

Your less effective approach to managing your time

- Focus: Prioritizing:** Your liking for a structured approach can bring with it a tendency to be overly rigid and inflexible, particularly when you are under pressure



MANAGING YOUR TIME

- **Focus: Delegating:** Particularly when the pressure is on, you can put off making a decision or begin to believe that the situation is more complex than it really is
- **Engaging others:** In stressful situations, your feelings can get the better of you: you may find that dealing with your emotions becomes a difficult task
- **Being accountable:** Particularly in situations which require hard bargaining, you can find yourself at a disadvantage: in such a scenario, your personal value system can appear overly idealistic to other people

Increasing your effectiveness

- **Focus: Prioritizing:** Learn to allow others to talk in terms of the broad picture before they start to fill in the details
- **Focus: Delegating:** If others suggest you are over-simplifying, list the key issues and the resulting decision, and then ask: "What secondary issues might change that decision?"
- **Engaging others:** Be sure that there is at least one person - not necessarily at work - in whom you can confide your stronger feelings. This will reduce the tendency for these emotions to affect your work adversely
- **Being accountable:** Have someone who is more individually competitive than you are who can advise you when you should be encouraging competition rather than a team-based approach