

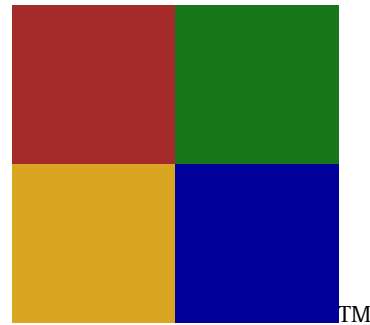


## YOUR LIFE STYLE GRID<sup>®</sup> REPORT

### DISCOVER YOUR TRUE COLORS

Birkman's Life Style Grid uses four color codes and four important symbols to reveal:

- ✱ Your interests and the kinds of activities you usually prefer (your Asterisk)
- ◇ Your usual style - how you behave in normal conditions, your most effective style (your Diamond)
- Your needs - the support or motivation you need from others or from your environment to be effective (your Circle)
- How you react under stress. How your usual style changes when your needs aren't met (your Square)



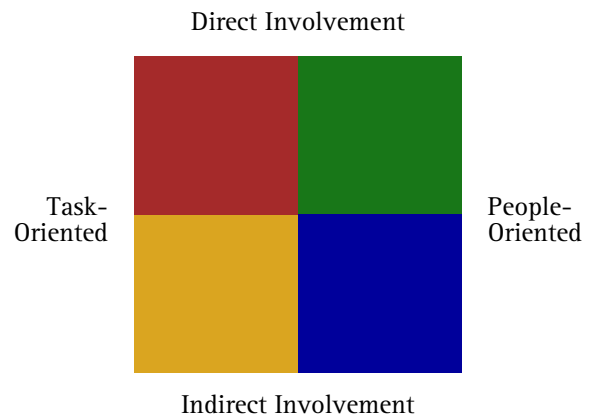
**PAY ATTENTION TO HOW CLOSE YOUR SYMBOLS ARE TO THE LINES DIVIDING THE COLOR QUADRANTS.** For example, when your Asterisk is close to the line, you may have interests from colors on either side of the line. When your Circle is close to the line, you may share needs with both colors, and so on. The closer your symbols are to the center of the Grid, the more likely you are to be influenced by the characteristics of the other quadrants.



## YOUR LIFE STYLE GRID<sup>®</sup> REPORT VISUALIZE YOUR OVERALL BEHAVIOR

The Life Style Grid is a visual, graphic representation of your results, based on a model of how people behave in general. The Life Style Grid Report can help you:

- CLARIFY YOUR COMMUNICATION STYLE:**  
Are you a Direct Communicator, represented by the top two quadrants of the Grid, or an Indirect Communicator, represented by the bottom two quadrants?
- REVEAL YOUR FOCUS:**  
Are you Task-Oriented, represented by the left two quadrants, or People-Oriented, represented by the right two quadrants?
- DISCOVER HOW YOUR UNIQUE STRENGTHS MOVE YOU TOWARD A DISTINCT PERSONAL STYLE:**  
Are you a Planner (Blue quadrant), Communicator (Green quadrant), Expediter (Red quadrant), or Administrator (Yellow quadrant)?





## YOUR LIFE STYLE GRID<sup>®</sup> REPORT

### EXPLANATION OF THE ASTERISK SYMBOL (YOUR INTERESTS)

The kinds of activities you prefer are described by the Asterisk. Your Asterisk is in the BLUE quadrant. You enjoy creative activities.

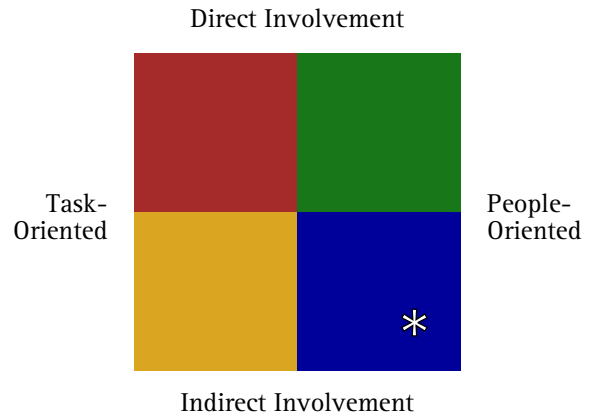


Typical BLUE activities include:

- planning
- dealing with abstraction
- thinking of new approaches
- innovating
- working with ideas

Your BLUE Asterisk shows that you like to:

- innovate or create
- plan how to do things
- consider the future
- create new approaches
- look at things theoretically





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## YOUR LIFE STYLE GRID<sup>®</sup> REPORT

### EXPLANATION OF THE DIAMOND SYMBOL (YOUR USUAL STYLE)

The productive way you set about your tasks is described by the Diamond. Your Diamond is in the GREEN quadrant, but it is also fairly close to the Blue quadrant. When you are working effectively, you are generally persuasive and insightful



Typical GREEN styles include being:

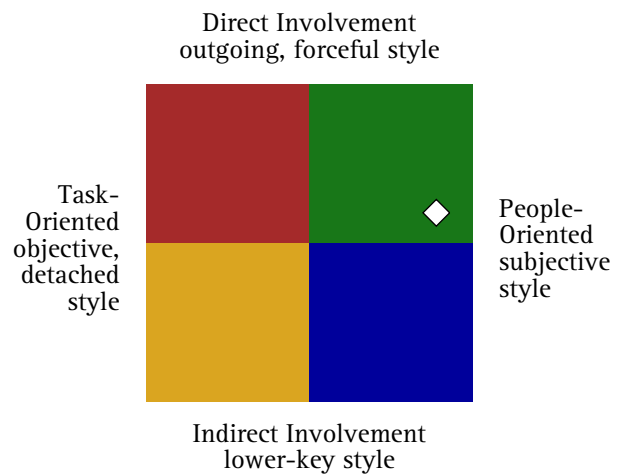
- competitive
- assertive
- flexible
- enthusiastic about new things

Your GREEN Diamond shows that you are usually:

- responsive and independent
- flexible and enthusiastic

You also tend to be:

- selectively sociable
- thoughtful
- optimistic





## YOUR LIFE STYLE GRID<sup>®</sup> REPORT

### EXPLANATION OF THE CIRCLE SYMBOL (YOUR NEEDS)

The support you need to develop your Usual Style is described by the Circle. Your Circle is in the BLUE quadrant. To be most effective, you respond best to people who are reflective and creative.

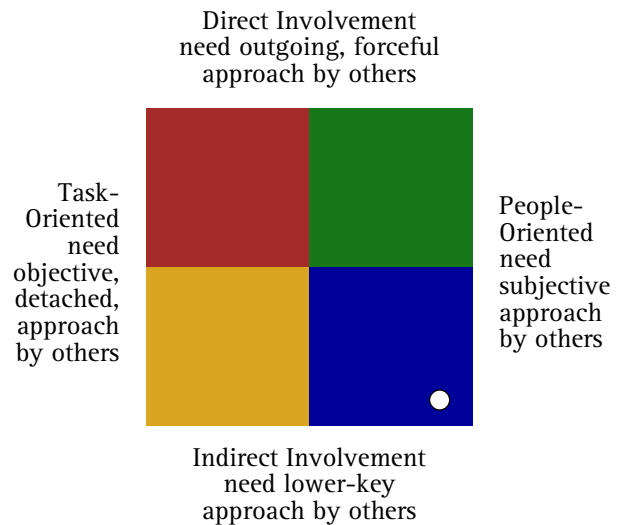


Typically, people with the Circle in the BLUE quadrant need for others to:

- offer individual support
- encourage expression of feelings
- allow time for reflection
- give time for difficult decisions

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

- show they appreciate you
- are interested in feelings as well as logic
- give you time for complex decisions
- give you time alone or with one or two others
- don't over-schedule you





## YOUR LIFE STYLE GRID<sup>®</sup> REPORT

### EXPLANATION OF THE SQUARE SYMBOL (YOUR STRESS BEHAVIOR)

Your Stress Behavior is described by the Square. Your Square is in the BLUE quadrant. When people don't deal with you the way your needs suggest, you are likely to become self-critical and hesitant.

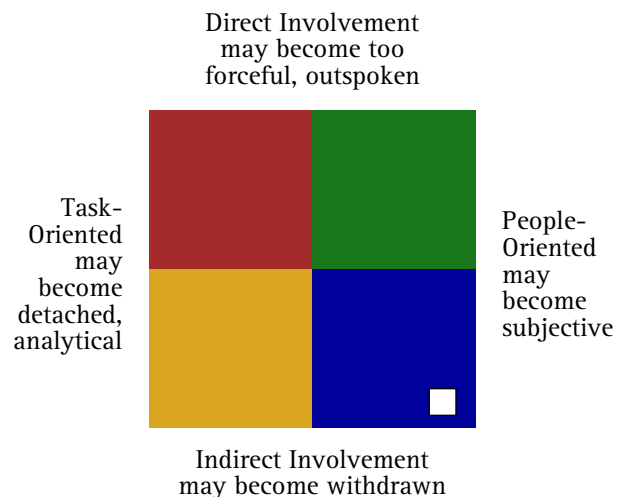


Under stress, people with the Square in the BLUE quadrant:

- ignore social convention
- become indecisive
- find it hard to act
- see the worst possibilities

Your BLUE Square shows that your stress behavior may include your being:

- withdrawing
- fatigued
- indecisive
- pessimistic
- overly sensitive to criticism





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## YOUR STRENGTHS AND NEEDS

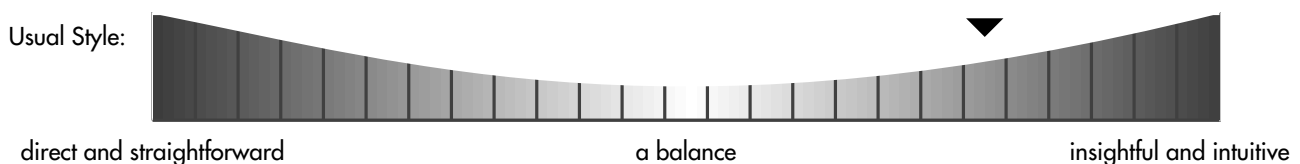
In personal relationships, work challenges, organizing, decision making and more, here's how you deal with everyday life. The following information can provide insights to deepen your understanding of how these factors operate in all your relational areas.

You gain knowledge about your usual style, considered your most effective style or your natural strengths. Very importantly, you also see how your needs determine your ideal work environment and your possible reactions when these needs are not met.

The Birkman Method<sup>®</sup> Strengths and Needs Report develops your own personal profile and guide to show you the most effective way to deal with:

- Relating to individuals, groups (and feelings)
- Handling schedules, systems, procedures, details
- Resolving conflict, authority issues and personal independence
- Decision making, inclination toward action, patience
- Risk taking, incentives, security
- Work place intensities, personal life commitments

These areas and others on the Strengths and Needs Report are designed in both verbal and graphic form (represented by 3 shaded bars) to provide information on your usual style, what you need in your ideal environment and which behaviors to try to avoid. An example of the first bar, Usual Style, is shown below.



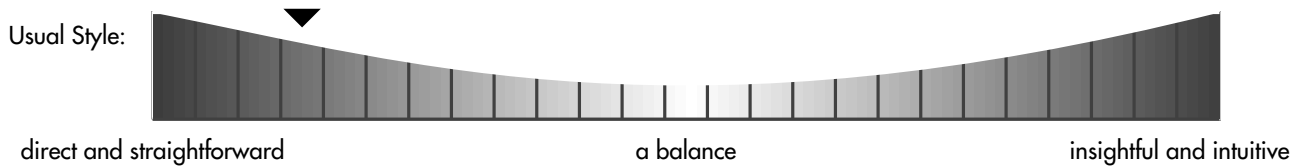
Each of the three bars symbolizes a range of behaviors that increase in intensity as those particular behaviors move toward either end of the bar. The lightly shaded mid-range on the bar denotes behavior that is less intense and not as easily recognized. The arrow pinpoints your individual score on this spectrum.



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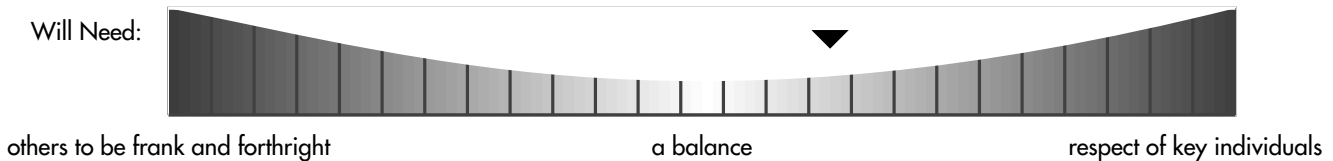
## YOUR PERSONAL STRENGTHS AND NEEDS ONE-ON-ONE RELATIONSHIPS (NEED FOR ESTEEM)



Your ability to be objective and free of self-conscious feelings is a strength naturally resulting from your preference for frank and direct relationships. You find it easy to come to the point without beating around the bush.

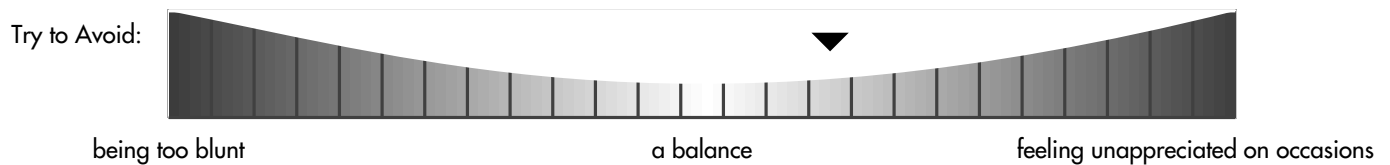
### STRENGTHS

- . straightforward
- . unevasive
- . matter-of-fact



**NEED:** While you appreciate a certain amount of openness and frankness from others, you also need to feel a personal respect from time to time, especially from the significant people in your life.

**CAUSES OF STRESS:** Both too much sentiment and lack of personal concern are likely to cause you discomfort. Any criticism of you needs to be balanced with genuine praise.



### POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . undue sensitivity
- . over-directness

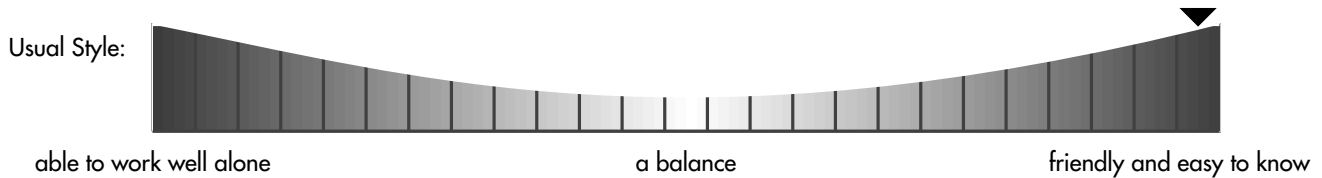




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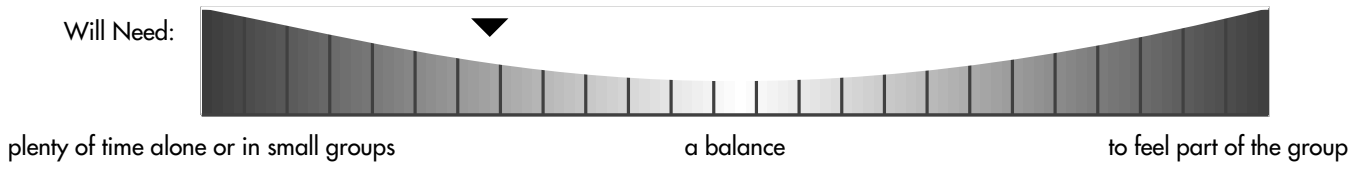
## YOUR PERSONAL STRENGTHS AND NEEDS SOCIAL RELATIONSHIPS (NEED FOR ACCEPTANCE)



Your generally pleasant and outgoing manner makes you at ease and comfortable in group activities. Your warm and accepting attitude helps you meet people easily, an asset which is put to good use in social situations.

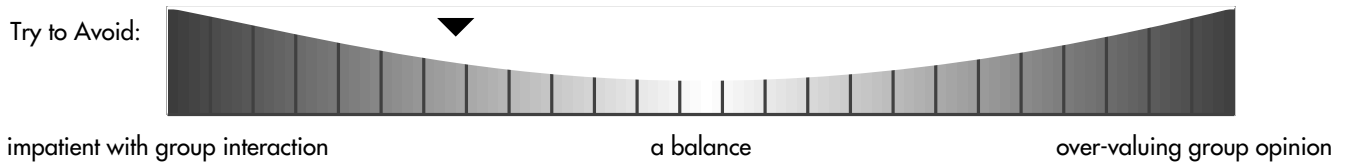
### STRENGTHS

- . sociable
- . at ease in groups
- . communicative



**NEED:** The comfort you display in social settings conceals your underlying need to spend a considerable amount of time by yourself or in the company of one or two other significant individuals.

**CAUSES OF STRESS:** Continuous pressure to be involved in social or group situations can upset your sense of well-being. Without sufficient time to yourself you are likely to become withdrawn, possibly to an extent that will surprise yourself and others.



### POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

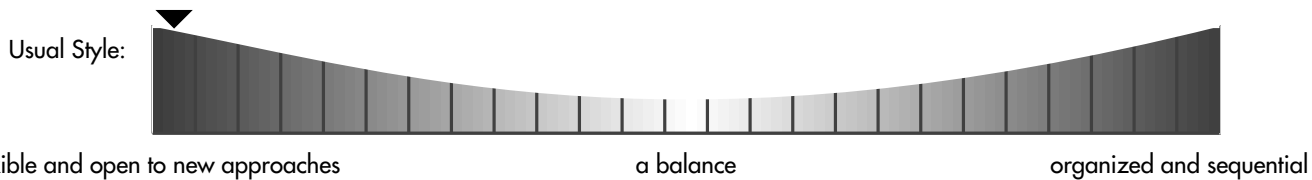
- . withdrawal
- . tendency to ignore groups
- . becoming impatient



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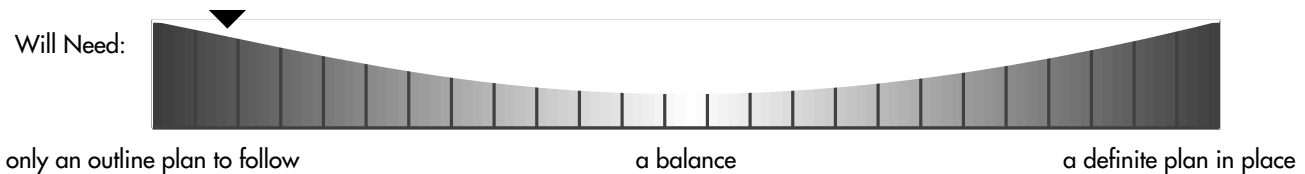
## YOUR PERSONAL STRENGTHS AND NEEDS ORGANIZING (NEED FOR STRUCTURE)



You possess a genuine flexibility which allows you to think and plan independently of established system and procedure. A readiness to try out new methods highlights the strength of your self-starting, self-motivating approach.

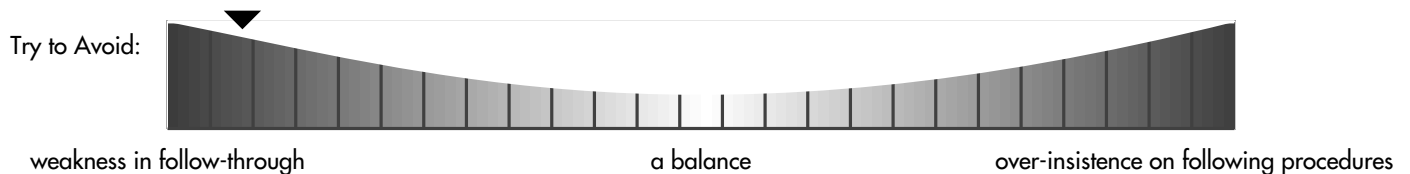
### STRENGTHS

- . acts on own initiative
- . enjoys planning
- . flexible



**NEED:** Similarly, you are at your best in surroundings which minimize the imposition of structure on your activities. Freedom from close control allows maximum use of your strengths.

**CAUSES OF STRESS:** The asset of flexibility can at times become a liability as well. If important details are overlooked during the planning process, you are prone to experience frustration resulting from last-minute patching and fixing.



### POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . weakened follow-through
- . resistance to routine
- . neglect of system and order

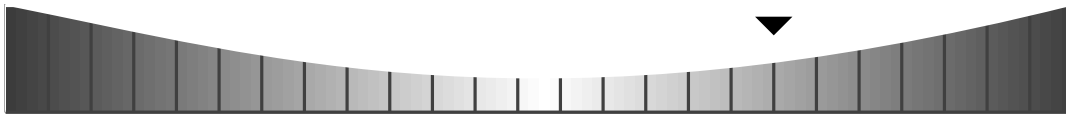


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## YOUR PERSONAL STRENGTHS AND NEEDS AUTHORITY RELATIONSHIPS (NEED FOR AUTHORITY)

Usual Style:



low-key in the exercise of authority

a balance

directive and commanding

You place a high value on spoken direction, and derive a genuine sense of satisfaction in personally directing the activities of others. It is easier for you than most people to express openly differences of opinion, and you seek to influence and excel.

### STRENGTHS

- . aggressively competitive
- . self-assertive
- . firm and forceful

Will Need:



a non-directive, democratic environment

a balance

to know who is in charge

**NEED:** Despite your strengths, you are most comfortable in situations where authority is generally handled in a pleasant and low-key manner. It is best for you when others refrain from emphatic or provocative airing of their opinions.

**CAUSES OF STRESS:** Your natural ability in handling authority and your expectation that others will be low-key in dealing with it indicate that you will get very tense when others become overly aggressive or domineering.

Try to Avoid:



failing to address issues of control

a balance

becoming domineering, controlling

### POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . open disagreement
- . undue assertiveness
- . becoming bossy or domineering

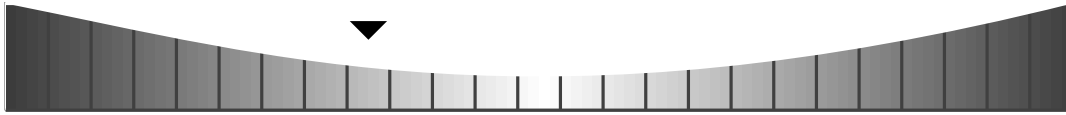


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## YOUR PERSONAL STRENGTHS AND NEEDS IDEALISM AND REALISM (NEED FOR ADVANTAGE)

Usual Style:



oriented towards general benefit

a balance

oriented toward individual advantage

You are to some extent competitive, and can be determined and forceful. These characteristics are definite strengths as you use them in trustful, cooperative and well-meaning ways.

### STRENGTHS

- . resourceful but cooperative
- . trusting, yet careful
- . balances idealism and realism

Will Need:



an environment based on trust

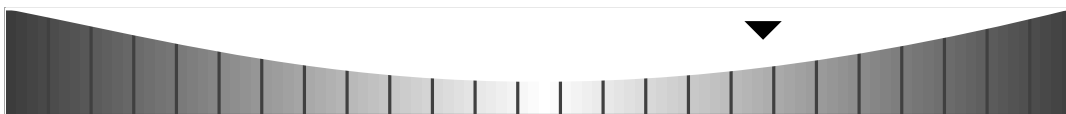
a balance

a means of measuring personal performance

**NEED:** However, it is clear that you are of the opinion that other people are very competitive and concerned with personal advancement. This implies a need on your part to have your achievements recognized, and to sense a competitive advantage over others.

**CAUSES OF STRESS:** Being kept informed is vital to maintaining your need for advantage. You can easily become distrustful and opportunistic when you feel that advantage slipping, and you have little patience with the impracticality of extreme idealism.

Try to Avoid:



becoming too idealistic

a balance

focusing too much on personal payoff

### POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . over-emphasizing quick success
- . becoming opportunistic
- . self-promotional attitudes

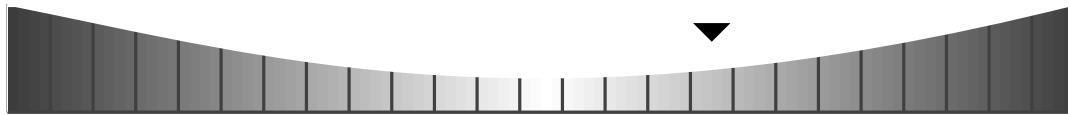


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## YOUR PERSONAL STRENGTHS AND NEEDS REFLECTION AND ACTION (NEED FOR ACTIVITY)

Usual Style:



likes to reflect before acting

a balance

takes direct action to get things done

You view yourself as having an above average supply of energy and act accordingly. However, you usually do not jump into things without some prior thought, but at the same time realize that accomplishment comes only through action.

### STRENGTHS

- . enthusiastic while conserving energy
- . balance of vigor and thought
- . active and reflective in combination

Will Need:



personal control over scheduling

a balance

a busy schedule

**NEED:** A schedule that is relaxed and flexible provides you with the greatest opportunity to exercise your natural abilities. You need plenty of time for reflective thought before taking action.

**CAUSES OF STRESS:** The pressure of a heavy schedule which doesn't allow you the time you need for thinking and planning is likely to result in discouragement and fatigue.

Try to Avoid:



putting things off

a balance

failing to delegate when necessary

### POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . putting things off
- . feeling discouraged
- . getting tired

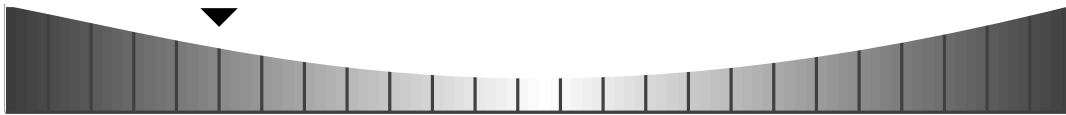


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## YOUR PERSONAL STRENGTHS AND NEEDS YOUR VIEW OF YOURSELF (NEED FOR CHALLENGE)

Usual Style:



self-confident, focused on success

a balance

has high expectations of self, others

Preferring to capitalize on your personal strengths, you have confidence in your ability to achieve. Generally at ease with people, you tend to come across to others as charming and pleasant, a natural result of your positive self-image.

### STRENGTHS

- . pleasant and at ease
- . makes a good impression
- . confident

Will Need:



a success-oriented environment

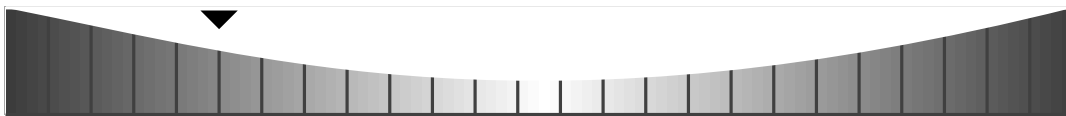
a balance

personal challenges

**NEED:** In order to support your positive self-image, it is important that your schedule be comprised primarily of activities that you know you can do well, as this reinforces your confidence.

**CAUSES OF STRESS:** Being placed in difficult or demanding situations can begin to stir reminders of possible personal shortcomings, which in turn upsets your positive self-image. You can benefit from helpful assistance when evaluating your performance or mistakes.

Try to Avoid:



denying responsibility for errors

a balance

expecting too much of self and others

### POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . over-emphasis on making good impression
- . avoiding self-critical evaluation
- . unjustified enthusiasm

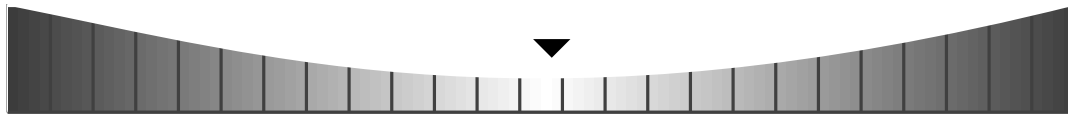


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## YOUR PERSONAL STRENGTHS AND NEEDS DEALING WITH EMOTIONS (NEED FOR EMPATHY)

Usual Style:



objective and detached

a balance

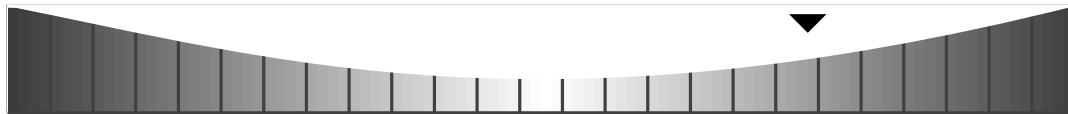
sympathetic and warm

You prefer not to get too involved in the emotional problems of other people, recognizing the importance of keeping the facts in sight. But at the same time, you have a genuine understanding and even sympathy for others' feelings.

### STRENGTHS

- . objective, yet warm
- . sympathetic, yet practical

Will Need:



an unemotional environment

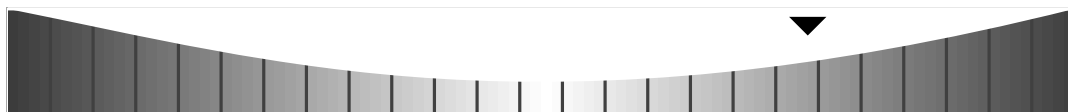
a balance

an outlet for subjective issues

**NEED:** By contrast, you function best in surroundings which encourage you and others to express and work out your emotional responses. You need to feel that your problems are important to others; that others are aware of your personal feelings.

**CAUSES OF STRESS:** When you sense that your feelings are being overlooked or ignored by others, you are inclined to overemphasize the importance of your feelings and become dispirited, perhaps even getting depressed.

Try to Avoid:



discounting people's feelings

a balance

worrying unnecessarily

### POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . becoming overly sensitive
- . loss of objectivity
- . strong discouragement

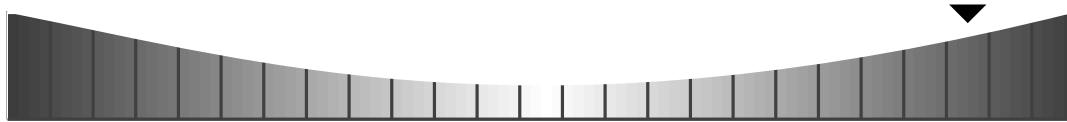


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## YOUR PERSONAL STRENGTHS AND NEEDS DEALING WITH CHANGE (NEED FOR CHANGE)

Usual Style:



concentrates attentions well

a balance

likes a variety of simultaneous tasks

A sense of novelty and adventure distinguishes the strength you display in your readiness to start new things. You have an above-average resilience to change, an asset which stems from your adaptability to fresh and stimulating activities.

### STRENGTHS

- . easy to stimulate
- . responsive and attentive
- . adaptive

Will Need:



adequate notice of any change

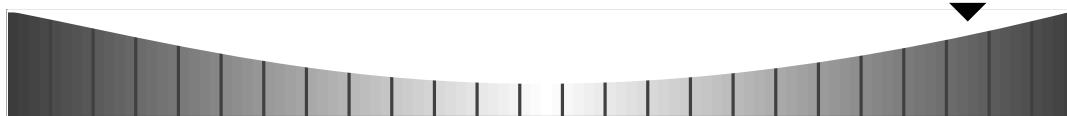
a balance

plenty of different calls on attention

**NEED:** In the same way, you respond best to situations and surroundings which offer frequent changes of activity. You get positive reinforcement from an environment that allows you to move around.

**CAUSES OF STRESS:** Excessive emphasis on routine can easily put you under pressure. Without the stimulation of novelty and change you are likely to become restless and annoyed.

Try to Avoid:



failing to accept necessary change

a balance

getting distracted too easily

### POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . annoyance at delays
- . problems with self-discipline
- . inability to concentrate



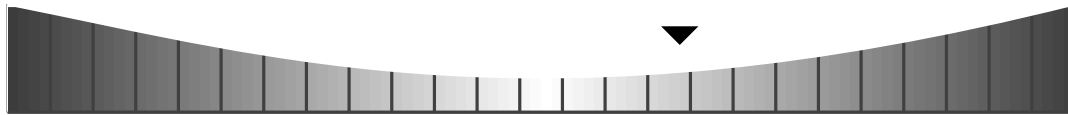


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## YOUR PERSONAL STRENGTHS AND NEEDS INDEPENDENCE (NEED FOR FREEDOM)

Usual Style:



understands how most people think

a balance

individualistic in outlook

While you are not generally bound by convention, you are able to resist the temptation to be individualistic for its own sake. Your preferred pattern is to strike a balance between the unorthodox and the conventional.

### STRENGTHS

- . balances conformity and independence
- . individualistic, yet restrained
- . consistent, but distinctive

Will Need:



a predictable environment

a balance

opportunities for individuality

**NEED:** However, maximum support for your strengths can be found in surroundings that encourage an independence of attitude and outlook. You need to sense an emphasis on self-expression and individuality.

**CAUSES OF STRESS:** When you feel that others are not open to your sense of personal freedom, you are likely to wind up in a struggle to win that recognition, becoming overly-individualistic, nonconforming and perhaps somewhat rebellious.

Try to Avoid:



discomfort with unusual ideas

a balance

being different for its own sake

### POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . non-conventional behavior
- . individualism for its own sake
- . unpredictability of action

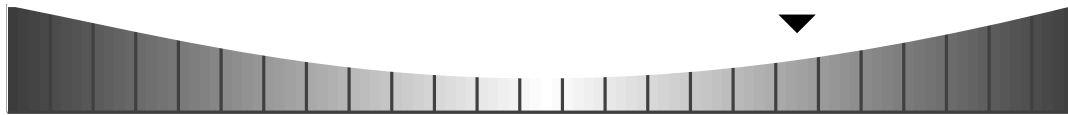


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## YOUR PERSONAL STRENGTHS AND NEEDS MAKING DECISIONS (NEED FOR THOUGHT)

Usual Style:



sees issues in terms of black and white

a balance

handles ambiguous situations well

You generally dislike making quick or snap decisions. It is your nature to think things through carefully before acting. You are able to see many shades of gray, and consider the subtle sides of issues that others may miss.

### STRENGTHS

- . thoughtful
- . reflective
- . concerned about consequences

Will Need:



issues reduced to their simplest form

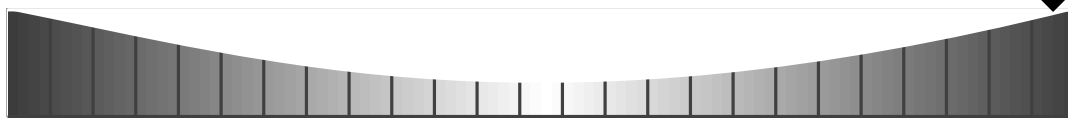
a balance

plenty of time for complex decisions

**NEED:** It is important for you to have ample time to carry out your thoughtful approach to making decisions - looking carefully at all aspects of issues and considering the consequences of each.

**CAUSES OF STRESS:** Since you constantly think of other ways that a project could be handled, you may have difficulty coping with a problem in a casual manner. Being pushed to make a decision can make you feel rushed and hurried, leading to feelings of insecurity.

Try to Avoid:



being impulsive

a balance

indecision when pressured

### POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . indecision
- . over-emphasis on future
- . negative reaction to quick decisions



## CAREER NARRATIVE YOUR CAREER GUIDE

Your career is more than participation. It is an emotional commitment to a particular project or goal. To maintain this commitment it is extremely important to make the right choice, be interested, sufficiently challenged and maximize your strengths and skills.

The Career Narrative Report provides this necessary summary information from the Organizational Focus and Job Families Reports in three areas critical to your future on the job:

- **CAREER ORIENTATION**
  - your innate predisposition
- **MANAGEMENT STYLES**
  - your preferred way to manage
- **JOB STRENGTHS**
  - your strategic potential for the job



## CAREER NARRATIVE

### YOUR CAREER NARRATIVE

#### CAREER ORIENTATION

Feelings, concepts and people oriented. Prefers supportive functions. Focuses on strategic planning, innovating and creating.

#### MANAGEMENT STYLES

Prefers to contribute and lead by utilizing personal expertise and knowledge for problem solving. Leading by example.

Prefers to manage, lead and accomplish goals through others by utilizing plans and strategies; arranging resources and assisting subordinates and teams in dealing with resource and implementation issues. Prefers plan-driven organizations.

#### JOB STRENGTHS

##### **BLUE**

- \* artistic expressions involving abstract, innovative, intuitive, imaginative thinking
- \* supporting and helping others, nurturing, counseling, advising
- \* formal training and self-improvement activities; advising and assisting with skill development and performance issues
- \* specialties in the medical field

##### **YELLOW**

- \* managing, monitoring or establishing various administrative systems or procedures