

Table of Contents

Introduction	
Section One	Response Rate
Section Two	Graphical Summary
Section Three	Your Strengths
Section Four	Your Growth Opportunities
Section Five	Differences in Perspectives
Section Six	Analysis of Individual Competencies
Section Seven	Personal Action Planning

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 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.

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	1	1	100%
Peers	3	3	100%
Direct Reports	3	3	100%

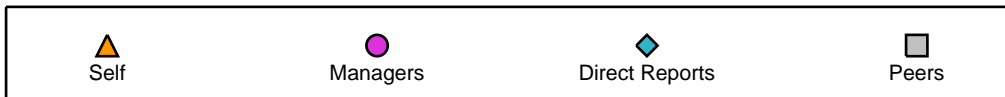
The overall response rate, shown as a percentage of the total respondents you invited to participate:



















100%

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

Section Two

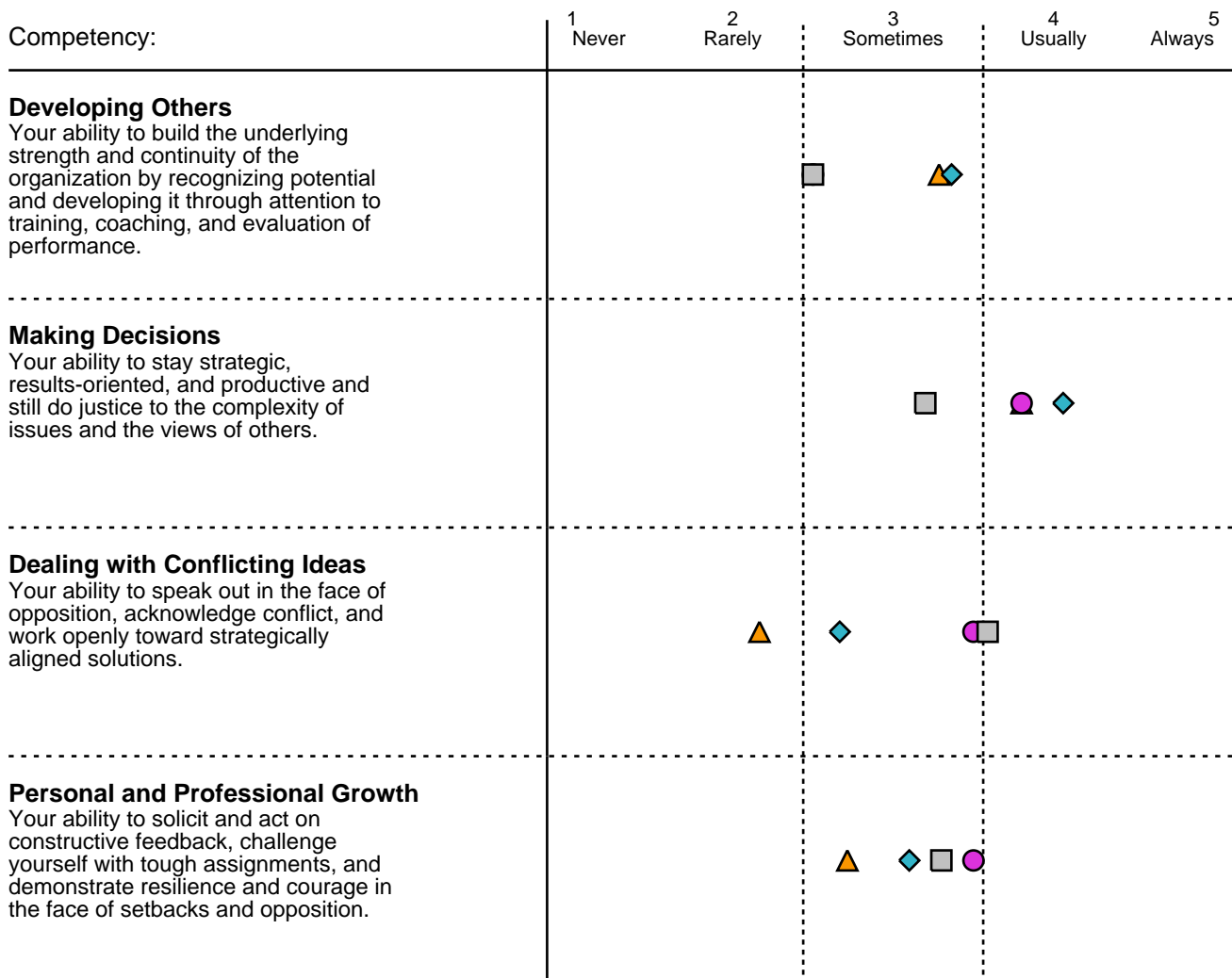
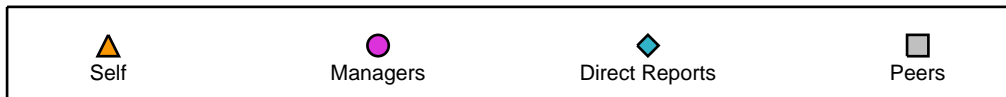
Graphical Summary



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>			   		

Section Two (continued)

Graphical Summary



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	3.80	3.80
	Dealing with Conflicting Ideas	3.50	2.17
	Managing Outcomes	3.50	3.33
Peers	Ensuring Long Term Results	3.67	3.29
	Dealing with Conflicting Ideas	3.64	2.17
	Leading Others	3.48	3.00
Direct Reports	Making Decisions	4.06	3.80
	Managing Outcomes	3.90	3.33
	Building Strong Teams	3.72	3.00
WEIGHTED AVERAGE	Making Decisions	3.70	3.80
	Managing Outcomes	3.57	3.33
	Building Strong Teams	3.55	3.00

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
Has a strong sense of the do's and don'ts of the corporate culture (Ensuring Long Term Results)	4.29	4.00
Responds quickly and appropriately to change (Managing Outcomes)	4.17	2.00
Celebrates progress toward individual and work team goals with public praise and appropriate tangible rewards (Building Strong Teams)	4.00	N/A
Promotes teamwork among groups; discourages "we vs. they" thinking (Building Strong Teams)	4.00	3.00
Relates decisions to strategic goals and outcomes (Making Decisions)	4.00	4.00

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	Developing Others	2.50	3.29
	Ensuring Long Term Results	2.86	3.29
	Delegating to Others	3.20	3.00
Peers	Developing Others	2.56	3.29
	Delegating to Others	3.11	3.00
	Managing Outcomes	3.26	3.33
Direct Reports	Dealing with Conflicting Ideas	2.67	2.17
	Leading Others	3.00	3.00
	Personal and Professional Growth	3.07	2.71
WEIGHTED AVERAGE	Developing Others	2.92	3.29
	Dealing with Conflicting Ideas	3.20	2.17
	Personal and Professional Growth	3.23	2.71

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
Sets goals and timelines that recognize the need for balance between career and non-work activities (Developing Others)	2.14	N/A
Provides timely and effective performance feedback (Developing Others)	2.14	3.00
Monitors progress regularly (Delegating to Others)	2.50	2.00
Creates a vision of the future that attracts and retains employees and customers (Leading Others)	2.71	3.00
Accurately evaluates the strengths and developmental needs of employees (Developing Others)	2.71	1.00

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	Dealing with Conflicting Ideas	3.50	2.17	1.33
Peers	Dealing with Conflicting Ideas	3.64	2.17	1.47
Direct Reports	Building Strong Teams	3.72	3.00	0.72
ALL	Dealing with Conflicting Ideas	3.20	2.17	1.04

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.

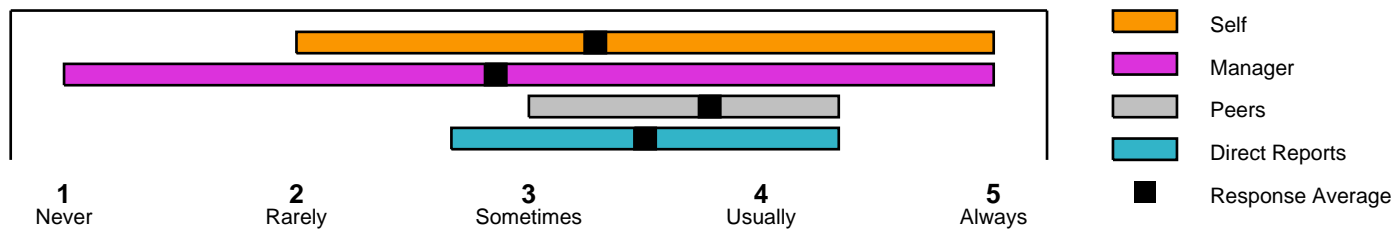
If respondents wrote comments to explain their answers for a particular competency, the comments appear on the final page of the analysis for that competency.

Finally, the analysis of each competency includes a series of "Mapped Scores." The Mapped Scores compare the scores on your Birkman 360° Report to the specific combinations of Birkman Method® Interest and Component scores most likely to affect the competency in question. If your Birkman scores fall completely within the mapped areas, you will likely have the potential to perform at a high level on the competency in question. You may, for example, have the same disposition as extraordinary leaders and builders of teams. At the same time, you may in fact lack the experience and skills to demonstrate that potential on the job and may actually have received low scores on that competency in the Birkman 360° Report. Under such circumstances, the Mapped Scores indicate an area of great potential strength that requires but will richly repay coaching and developmental work.

By the same token, a person with only a few matches against the Mapped Scores may nevertheless have gained significant insight into his or her behavior through experience and coaching and have developed a given competency to an unusual extent. As a result, the Birkman 360° responses may identify that competency as a significant strength. Here as before, discussing and understanding the linkage between the competencies and your Birkman profile can provide significant development and self-management guidance for coaches, consultants, and individuals. Your Birkman consultant or human resources professional will work with you to interpret the results of the Mapped Score analysis and apply it to the process of creating your Personal Action Plan.

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	Manager	Peers	Direct Reports	
4.0	2.0	—	3.7	1. Challenges existing processes and assumptions
5.0	3.0	3.3	2.7	2. Identifies and imports best practices from other organizations and industries
2.0	3.0	4.3	3.3	3. Gathers industry and company data to support decisions and recommendations
2.0	3.0	3.7	3.0	4. Accurately anticipates the impact of his or her recommendations on customers and customer value
4.0	1.0	4.3	4.0	5. Anticipates changes in the business environment that may affect the organization
4.0	5.0	4.0	4.3	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

Section Six (continued)

Competency: Ensuring Long Term Results

Comments

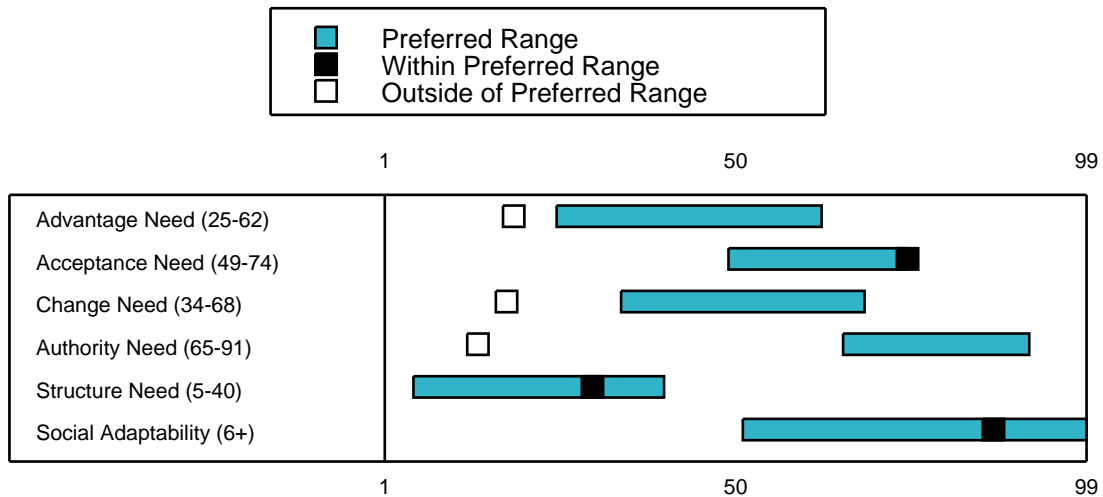
Comments are presented exactly as the rater(s) entered them.

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.
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.
Direct Reports	Needs to do a better job of researching ideas and the impact that they will have on business.
Direct Reports	John is on top the industry data. I know he subscribes to many pertinent periodicals on our industry to keep abreast of changes.
Direct Reports	I see him as a resource for learning more about the industry. However, I believe that his knowledge may stand in the way of his being flexible to customer requests that don't fit his "knowledge base".

Section Six (continued)

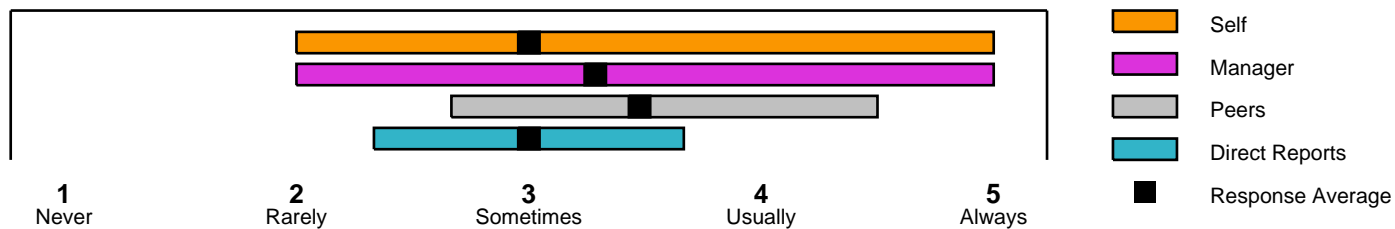
Competency: Ensuring Long Term Results

Mapped Birkman Scores



Section Six (continued)

Competency: Leading Others



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

Self	Manager	Peers	Direct Reports	
3.0	2.0	2.7	3.0	1. Creates a vision of the future that attracts and retains employees and customers
2.0	4.0	4.5	2.3	2. 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	2.0	3.3	3.7	3. Inspires imagination and commitment in others
4.0	3.0	3.0	2.7	4. Sets a personal example of what he or she expects from others
3.0	5.0	3.3	3.3	5. Treats people fairly
2.0	3.0	3.0	3.0	6. Follows through on commitments
5.0	4.0	4.5	3.0	7. 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

Section Six (continued)**Competency: Leading Others****Comments**

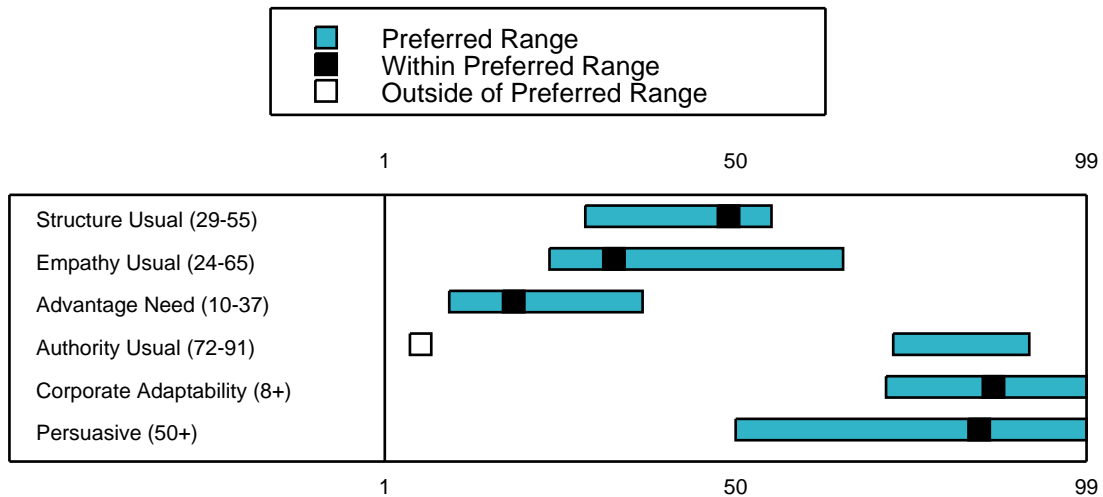
Comments are presented exactly as the rater(s) entered them.

Rater	Comments
Manager	Doesn't play favorites. Has some trouble getting buy-in from team on the direction.
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.
Direct Reports	Needs to work on people skills when dealing with employees.
Direct Reports	He tries hard to let us know what's up in the company, but sometimes even he doesn't know (so he can't convey to us).
Direct Reports	Definitely the company man. I would like to see him lead us through better communication. I'm not always clear on the direction we are going.

Section Six (continued)

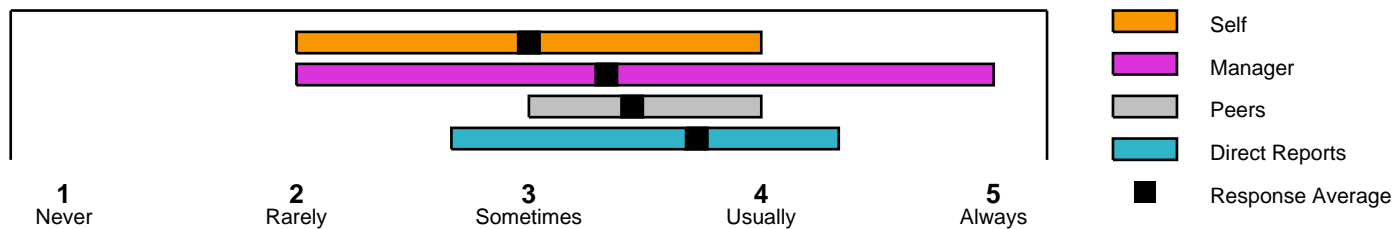
Competency: Leading Others

Mapped Birkman Scores



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	Manager	Peers	Direct Reports	
■ 3.0	■ 3.0	■ 3.0	■ 4.3	1. Sets challenging goals
□ 2.0	■ 4.0	■ 3.0	■ 3.3	2. Communicates clearly what has to be done, whose responsibility it is, and why it matters
—	□ 2.0	■ 3.7	■ 4.0	3. Successfully identifies and recruits new employees from inside and outside the organization
■ 4.0	□ 2.0	■ 3.3	■ 2.7	4. Responds quickly and positively to suggested improvements, regardless of the level they originate from
■ 3.0	■ 5.0	■ 3.7	■ 4.0	5. Promotes teamwork among groups; discourages "we vs. they" thinking
—	■ 4.0	■ 4.0	■ 4.0	6. 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

Section Six (continued)

Competency: Building Strong Teams

Comments

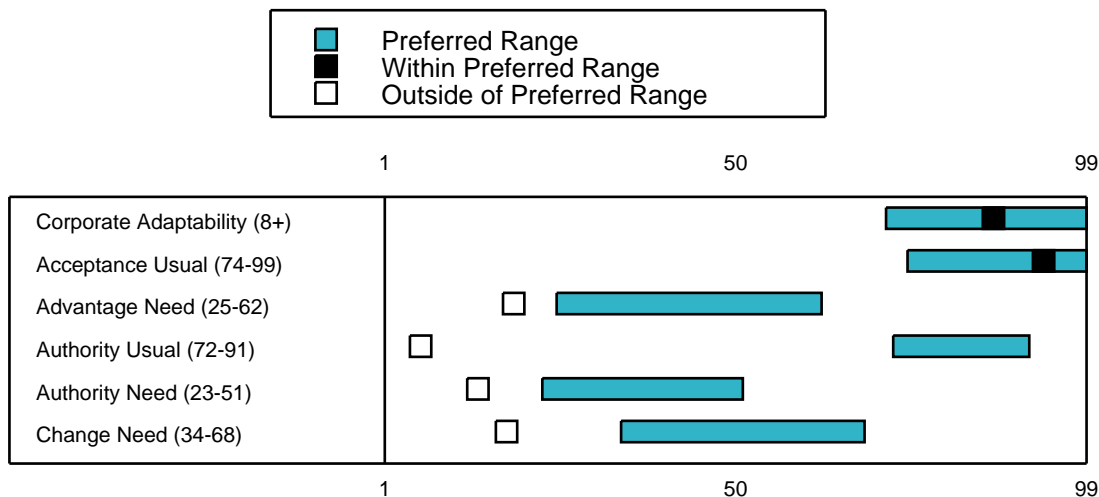
Comments are presented exactly as the rater(s) entered them.

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.
Direct Reports	John is pretty much a team oriented boss.
Direct Reports	No problem setting the bar high when it comes to goals (sometimes maybe too high for some). Doesn't do an effective job of clearly stating how to reach the goal. Tends to leave it to the person to figure out how to achieve the goal.

Section Six (continued)

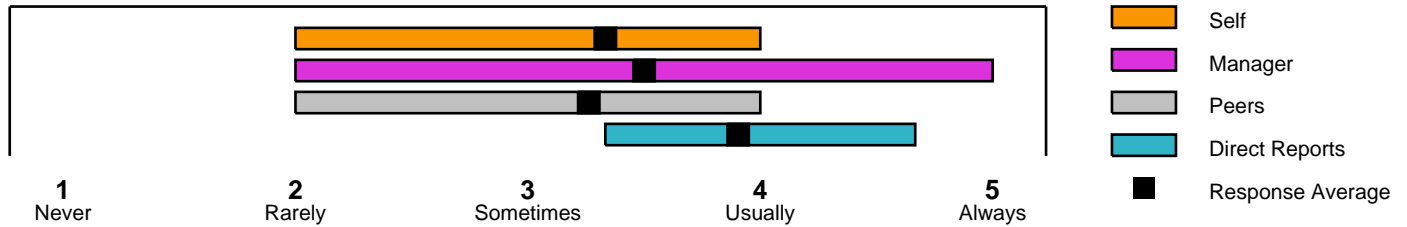
Competency: Building Strong Teams

Mapped Birkman Scores



Section Six (continued)

Competency: Managing Outcomes



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

Self	Manager	Peers	Direct Reports	
—	□ 2.0	■ 3.3	■ 4.0	1. Translates business strategies into clear, appropriate priorities and objectives
■ 4.0	■ 4.0	■ 3.7	■ 4.3	2. Integrates planning efforts across functional areas and business units
■ 4.0	■ 5.0	■ 4.0	■ 3.7	3. Establishes timelines and measurable outcomes for initiatives
■ 4.0	■ 4.0	■ 3.3	■ 3.3	4. Actively seeks out and eliminates investment of resources in low impact activities
□ 2.0	■ 4.0	■ 3.5	■ 4.7	5. Responds quickly and appropriately to change
□ 2.0	—	□ 2.0	■ 4.0	6. Holds others responsible for outcomes and commitments
■ 4.0	□ 2.0	■ 3.0	■ 3.3	7. 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

Section Six (continued)**Competency: Managing Outcomes****Comments**

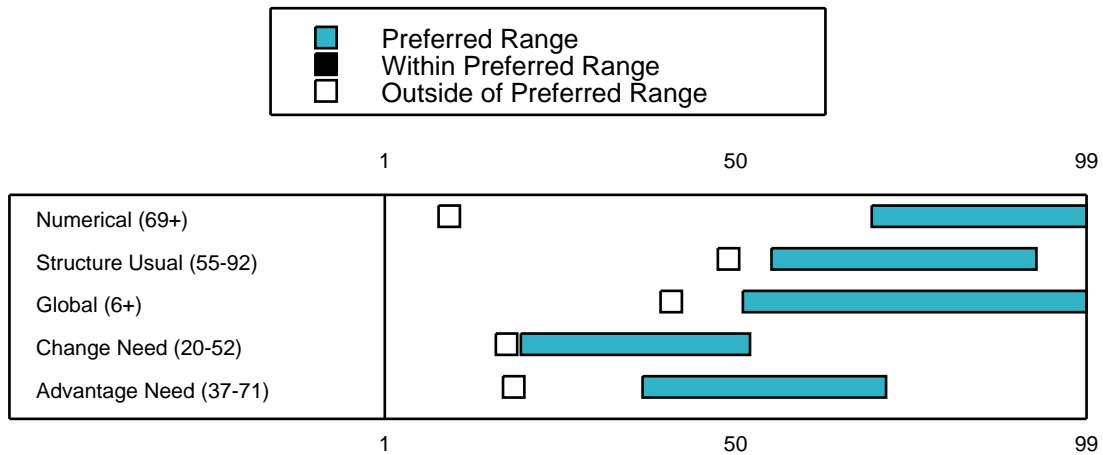
Comments are presented exactly as the rater(s) entered them.

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.
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.
Direct Reports	Very good as preparing business plans and taking care of administration/business duties around the office.
Direct Reports	He is a good planner and can react quickly when project creep sets in.
Direct Reports	Needs better follow up after delegating work. Setting deadlines is not one of his strengths.

Section Six (continued)

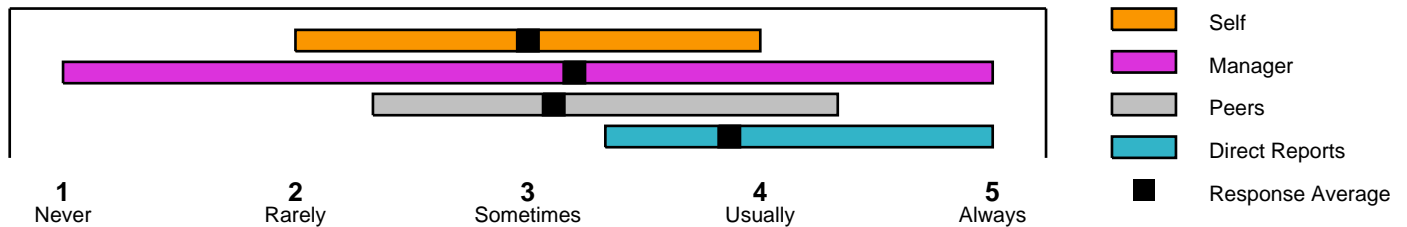
Competency: Managing Outcomes

Mapped Birkman Scores



Section Six (continued)

Competency: Delegating to Others



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

Self	Manager	Peers	Direct Reports	
3.0	4.0	3.7	3.7	1. Delegates planning and decision-making activities to the lowest possible level in the organization
3.0	1.0	4.3	4.0	2. Gives assignments that accurately match individual skills and knowledge
4.0	5.0	2.3	3.3	3. Explains expectations and outcomes clearly before an assignment begins
2.0	—	3.3	3.3	4. Provides the appropriate resources and authority to get the job done
2.0	2.0	2.7	—	5. Monitors progress regularly
4.0	4.0	2.3	5.0	6. 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

Section Six (continued)

Competency: Delegating to Others

Comments

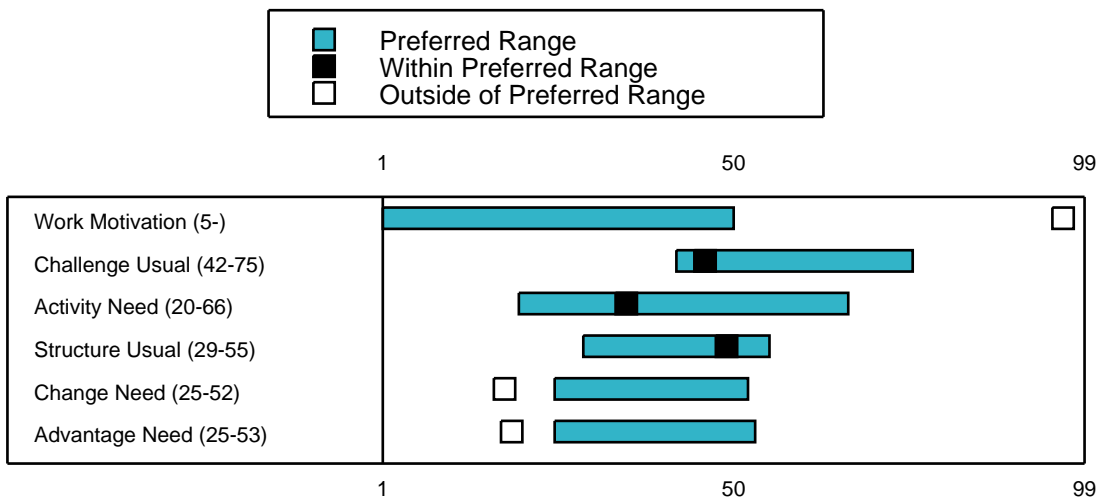
Comments are presented exactly as the rater(s) entered them.

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.
Direct Reports	He sometimes has difficulty delegating, but is always on top of it when you make him aware of an issue.
Direct Reports	Knows his staff skillsets well, but isn't always clear on exactly what to do. Very easy for him to delegate duties but seems to have the expectation that stating the goal is enough for others to know what to do.

Section Six (continued)

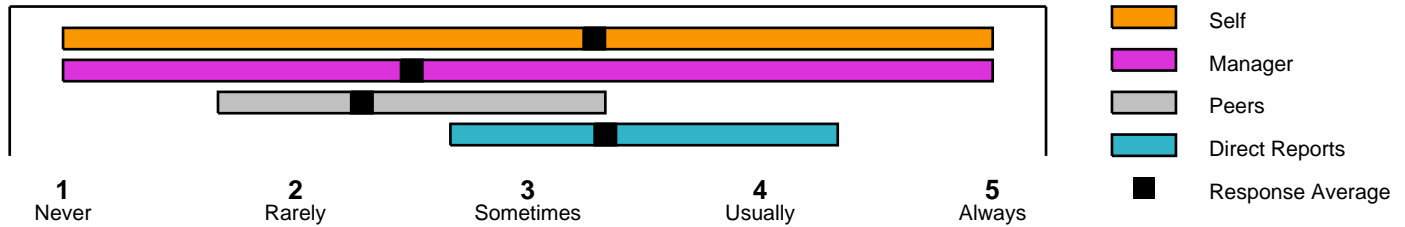
Competency: Delegating to Others

Mapped Birkman Scores



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	Manager	Peers	Direct Reports	
<input type="checkbox"/> 1.0	<input type="checkbox"/> 2.0	<input type="checkbox"/> 1.7	<input checked="" type="checkbox"/> 4.0	1. 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	<input checked="" type="checkbox"/> 3.3	2. Recognizes individual potential and creates opportunities for people to use it
—	<input type="checkbox"/> 2.0	<input type="checkbox"/> 1.7	<input checked="" type="checkbox"/> 2.7	3. 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	—	4. Provides appropriate training and advice
<input checked="" type="checkbox"/> 3.0	<input checked="" type="checkbox"/> 3.0	—	<input checked="" type="checkbox"/> 3.0	5. Helps employees understand and apply organizational standards and values
<input checked="" type="checkbox"/> 3.0	<input type="checkbox"/> 1.0	<input type="checkbox"/> 2.0	<input checked="" type="checkbox"/> 2.7	6. Provides timely and effective performance feedback
<input checked="" type="checkbox"/> 4.0	<input type="checkbox"/> 2.0	<input checked="" type="checkbox"/> 2.7	<input checked="" type="checkbox"/> 3.3	7. Helps team members learn from disappointments and setbacks
<input checked="" type="checkbox"/> 5.0	<input type="checkbox"/> 2.0	<input type="checkbox"/> 2.0	<input checked="" type="checkbox"/> 4.3	8. 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

Section Six (continued)**Competency: Developing Others****Comments**

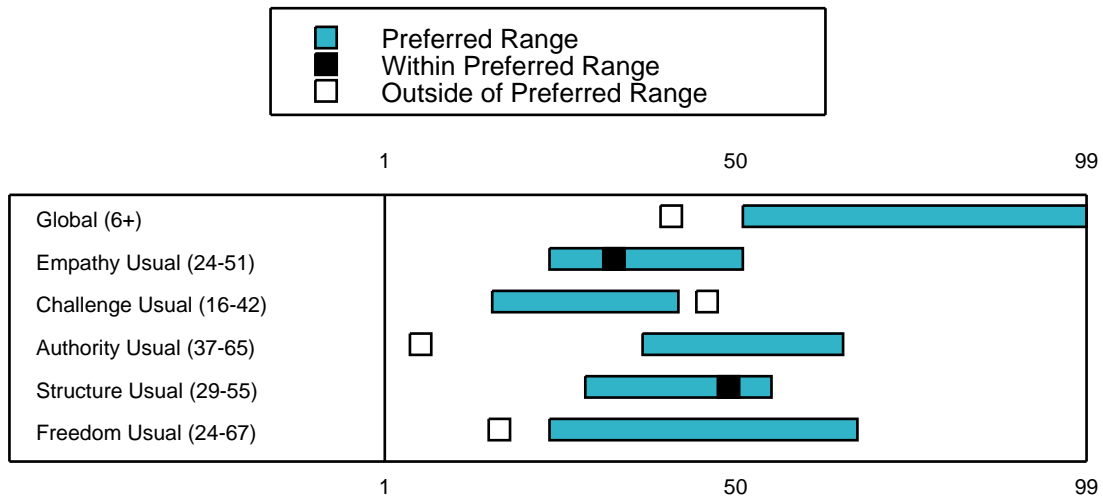
Comments are presented exactly as the rater(s) entered them.

Rater	Comments
Manager	Sees the value in training others to perform well. Sometimes has difficulty translating the training to organizational benefit.
Peers	Isn't real concerned with training others to develop their careers.
Direct Reports	Seems to be fair most of time when it comes to evaluations
Direct Reports	We don't have employee reviews often enough for my taste.
Direct Reports	When time allows for formally sitting down and talking personal development he's great. Unfortunately, there doesn't seem to be much time to do that. I would certainly enjoy learning more from his experience.

Section Six (continued)

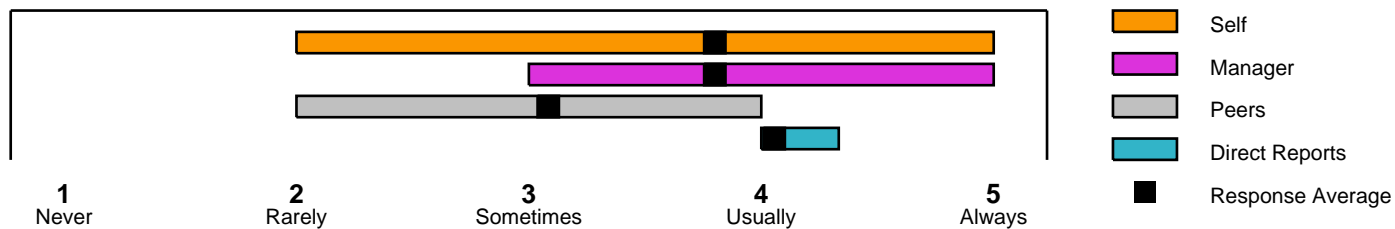
Competency: Developing Others

Mapped Birkman Scores



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	Manager	Peers	Direct Reports	
2.0	3.0	3.7	4.3	1. Keeps meetings and discussions on track
5.0	3.0	4.0	4.0	2. Expresses ideas clearly and concisely
4.0	3.0	—	4.0	3. Relates decisions to strategic goals and outcomes
—	5.0	—	4.0	4. Deals effectively with risk and ambiguity
4.0	—	2.7	4.0	5. Takes calculated risks to foster innovation and increase stakeholder value
4.0	5.0	2.0	4.0	6. 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

Section Six (continued)**Competency: Making Decisions****Comments**

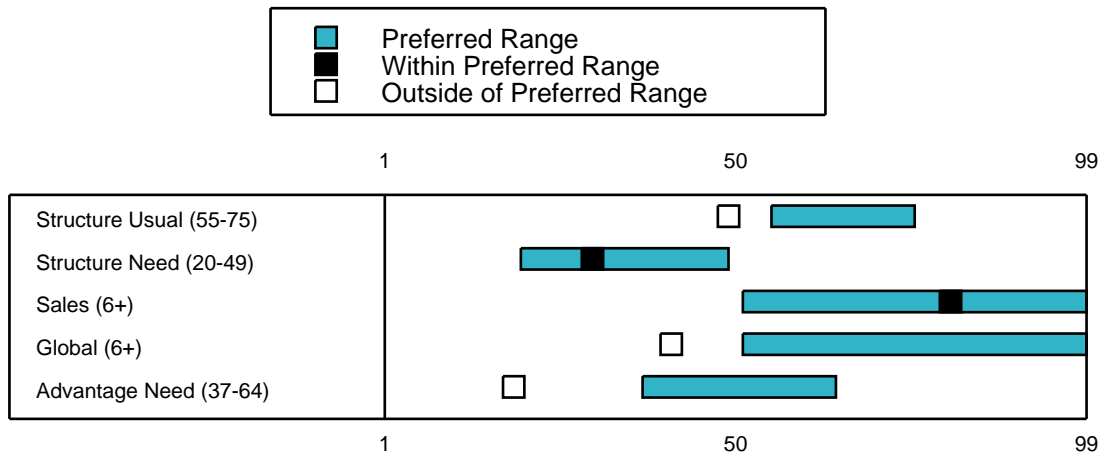
Comments are presented exactly as the rater(s) entered them.

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.
Direct Reports	He runs a tight meeting!
Direct Reports	Boils things down to the lowest common denominator.

Section Six (continued)

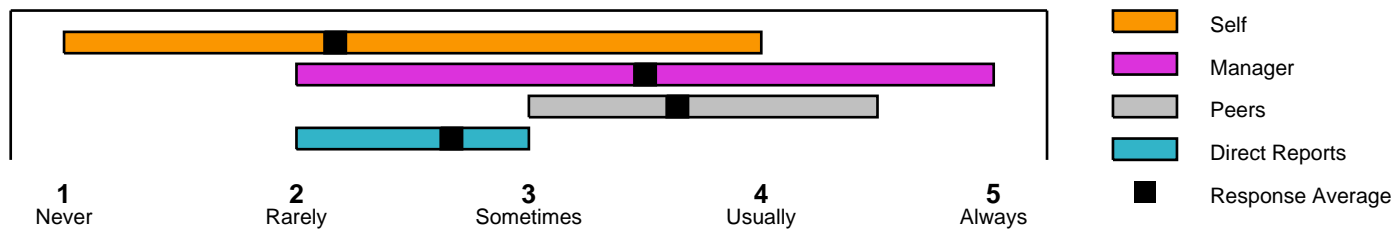
Competency: Making Decisions

Mapped Birkman Scores



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	Manager	Peers	Direct Reports	
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	1. Encourages healthy conflict among competing points of view
2.0	2.0	3.0	2.7	
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	2. Speaks out on important/difficult issues
3.0	5.0	4.0	3.0	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	3. Wins the confidence of others by dealing fairly and openly with points of view other than his or her own
1.0	4.0	3.3	3.0	
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	4. Listens carefully and without interrupting
4.0	4.0	4.0	2.3	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	5. Willingly shares information with other decision-makers throughout the organization
1.0	3.0	3.0	3.0	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	6. Works to reach decisions that recognize and capture contributions from diverse points of view
2.0	3.0	4.5	2.0	

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

Section Six (continued)**Competency: Dealing with Conflicting Ideas****Comments**

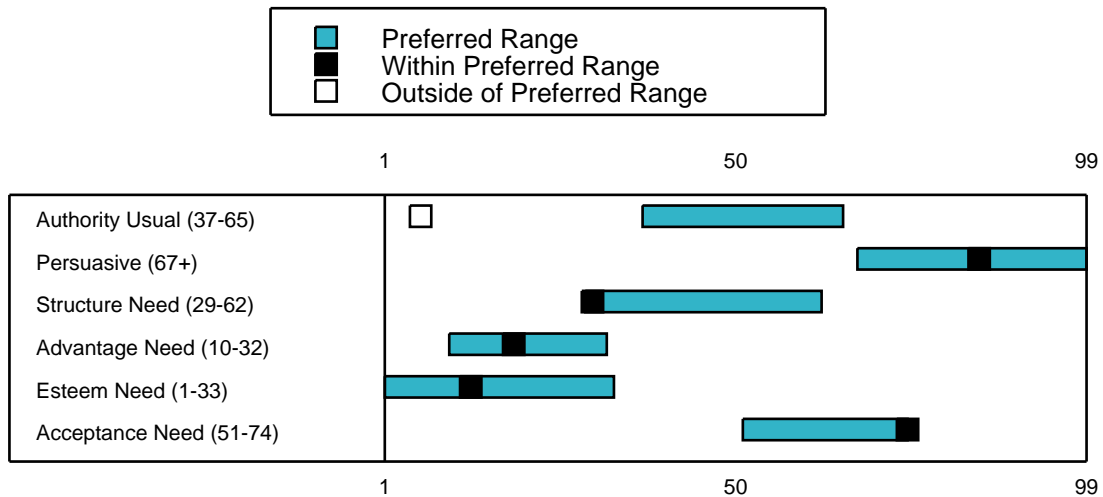
Comments are presented exactly as the rater(s) entered them.

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.
Direct Reports	John tries hard to keep other departments in the loop. Sometimes it is a losing battle because they don't want to listen (or he doesn't convey effectively enough).

Section Six (continued)

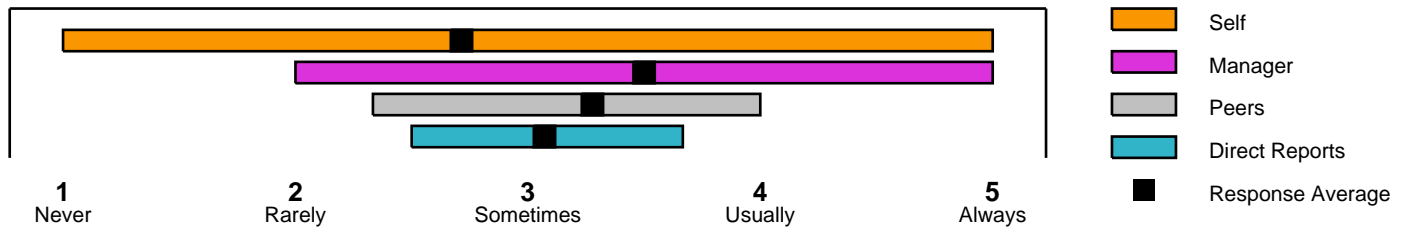
Competency: Dealing with Conflicting Ideas

Mapped Birkman Scores



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	Manager	Peers	Direct Reports	
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	1. Actively seeks feedback to enhance own performance
2.0	2.0	4.0	3.3	
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	2. Accepts feedback openly and nondefensively
4.0	4.0	3.7	3.0	
<input type="checkbox"/>	—	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	3. Works hard to improve own knowledge and skills
1.0	—	3.7	3.7	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	4. Seeks out challenging assignments
1.0	3.0	3.3	2.7	
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	—	<input checked="" type="checkbox"/>	5. Stays calm and patient even in high pressure situations
3.0	5.0	—	2.7	
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	6. Shows flexibility and resilience in the face of change
5.0	3.0	2.3	3.7	
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	7. Accepts responsibility for own mistakes; doesn't blame others
3.0	4.0	2.7	2.5	

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

Section Six (continued)**Competency: Personal and Professional Growth****Comments**

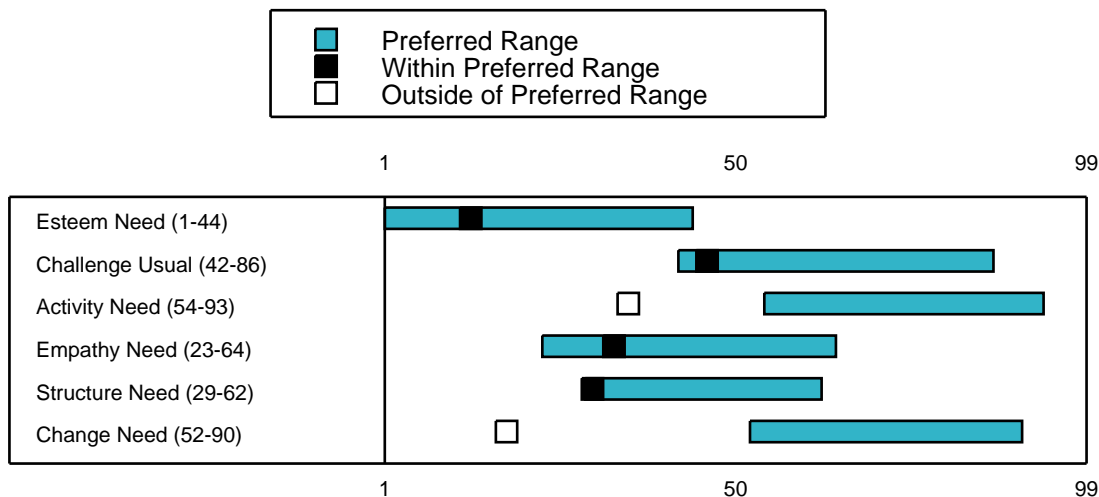
Comments are presented exactly as the rater(s) entered them.

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.
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.
Direct Reports	Performance in high pressure situations can be suspect.
Direct Reports	John is a great person to work for. He wants to improve and doesn't usually put himself on a pedestal.
Direct Reports	High self-developer.

Section Six (continued)

Competency: Personal and Professional Growth

Mapped Birkman Scores



Section Seven

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.)

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 (3.7)				
Managing Outcomes (3.6)				
Building Strong Teams (3.5)				
Ensuring Long Term Results (3.4)				
Delegating to Others (3.4)				
Leading Others (3.2)				
Personal and Professional Growth (3.2)				
Dealing with Conflicting Ideas (3.2)				
Developing Others (2.9)				



3. 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.			

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.			

Action Planning Worksheet

Competency 3 _____

<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.			