



# BIRKMAN®

*Reaching Further*

*Birkman International, Inc.*



## The Value of Using Assessments

"In recent years we achieved over \$6.6 billion in total sales, and currently employ over 9,000 people nationwide. The Birkman assessment has been invaluable in helping us identify individuals with specific skills and leadership talents to assist us in accomplishing our goals and maintaining the high standards we have set for our customers, employees and stockholders."

- Drayton McLane, Chairman  
McLane Group

What is a company's most important asset?

*Shareholders? Products?*

*What about people in the organization?*

Today's highly competitive and global business climate makes extra demands on organizations and their leadership as they compete on price, quality and standard of service. Proactive leaders drive organizational strategy and growth, all of which affect the most critical asset—people. Informed and connected employees are more motivated, loyal and productive. So how can you quickly and accurately find out what motivates and increases productivity of your people?

### **Use The Birkman Method**

Assessments have become an important part of many organizations' efforts to put the right people into the right positions by:

- Providing effective training
- Developing managers and leaders
- Promoting people into positions where they will succeed
- Creating highly functional teams

As fast as businesses move in today's world, an assessment is the most reliable way to objectively identify the key behavioral traits and motivations that will lead to the success of people and the organization.



## The Five Dimensions Identified by The Birkman Method®

Respondent data is gathered through a self-administered and confidential, internet-based assessment. The questionnaire is available 24 hours a day, 7 days a week and takes approximately 30 minutes to complete.

Five **dimensions** The Birkman Method identifies:

1. **Usual Behavior** - an individual's effective style of dealing with relationships and tasks
2. **Underlying Needs and Motivations** - describes expectations as to how individuals need others to relate and work with them; reveals what influences/motivates their behavior
3. **Stress Behaviors** - an individual's expressed ineffective style when underlying needs are not being met

4. **Areas of interest** - indicates the work an individual is most likely to enjoy; the scales do not measure skill or aptitude, only interest.
5. **Organizational Focus** - the perspective from which an individual views problems and solutions as they relate to organizational goals

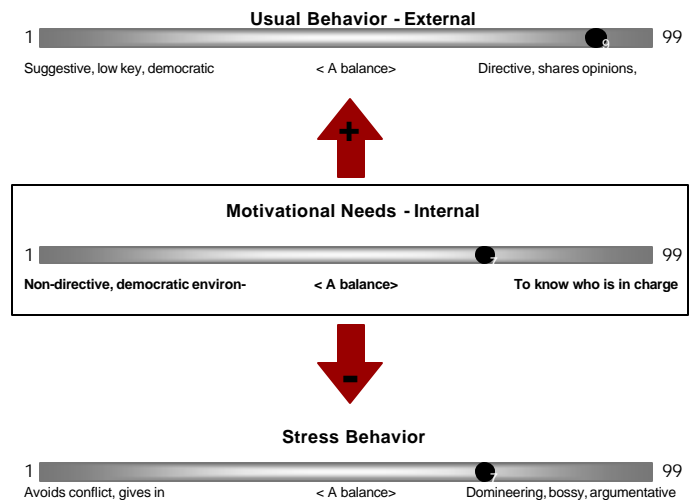


## Usual Behavior/Underlying Needs and Motivations/Stress

At the core and most comprehensive level of The Birkman Method are eleven behavioral components scientifically found to impact performance and well being. This graphical example describing one of the eleven *Birkman Behavioral Components*, **Authority**, indicates the relationship between the first three dimensions:

- **Usual Behavior**
- **Underlying Needs and Motivations**
- **Stress Behavior**

Measurement of the intensity levels ranges from 1 to 99 and paints a precise picture of the unique qualities of each individual.



## Areas of Interest

The Birkman Method measures 10 *Areas of Interest* which correlate directly to over 150 different occupational roles and careers with the assumption of comparable economic rewards. They show what an individual prefers to do and how they prefer to direct their energies.





- |                   |                        |
|-------------------|------------------------|
| <i>Artistic</i>   | <i>Numerical</i>       |
| <i>Clerical</i>   | <i>Outdoor</i>         |
| <i>Literary</i>   | <i>Persuasive</i>      |
| <i>Mechanical</i> | <i>Scientific</i>      |
| <i>Musical</i>    | <i>Social Services</i> |

For example, the definition of **Literary** is:  
Creative interest in writing and sophisticated language skills. Indicates appreciation for abstract ideas conveyed in various mediums.

*When interest scores are particularly high or low, they can strongly influence an individual's choice (or avoidance) of recreational activities and occupations.*

## Organizational Focus

This dimension incorporates nearly all of the 55+ scales measured by The Birkman Method. The following illustrations elaborate on the impact of organizational focus. Every individual has some aspect of each of these **Organizational Foundation Colors**®. In summary, the colors refer to an individual's natural approach to work.

|   |   |   |   |
|---|---|---|---|
|  | <p><b>Expeditors</b></p> <p><i>Builds and organizes</i><br/><i>Follows through with the plan</i><br/><i>Leads projects</i><br/><i>Decisive and quick</i></p>    |  | <p><b>Communicators</b></p> <p><i>Sells and promotes</i><br/><i>Motivates/influences others</i><br/><i>Supports change</i><br/><i>Develops people</i></p>   |
|  | <p><b>Admin/Fiscal</b></p> <p><i>Provides systems and policies</i><br/><i>Manages the process</i><br/><i>Fiscal responsibility</i><br/><i>Data analysis</i></p> |  | <p><b>Planners</b></p> <p><i>Strategic planning/Plans vision</i><br/><i>Deals with concepts</i><br/><i>Innovative design</i><br/><i>Focus on people</i></p> |

## Online Information Management System BirkmanDirect®

The Birkman Method is more than an individual event to be filed away. Birkman provides a sophisticated online information system for ongoing application. The Method is a powerful assessment with applications from recruitment to retirement from a single questionnaire. The online information management system, known as BirkmanDirect offers:

- Important analytical capabilities for organizational and cultural assessment

- Organizational needs analysis
- Database sorting and searching that empowers strategic use of the data to manage an organization's human capital

As an organization accumulates Birkman data within its BirkmanDirect database, it is empowered with strategic information for configuring and for assessing a broad spectrum of individual, team and organizational applications.

### Selected Applications of The Birkman Method

- Selection & Hiring*
- Retention*
- Career Management*
- Employee Coaching & Development*
- Team Building*
- Leadership Development*
- Executive Coaching & Development*
- Succession Planning*
- Organizational Alignment*
- Conflict Resolution*



"I won't even interview someone without their Birkman in front of me. Everyone puts their game face on when you interview them. The Birkman lets me see who they really are. The cost of the Birkman is a drop in the bucket in terms of how much of my own time I save. It's a no-brainer."

-J.P. McNeiland, Vice President of Professional Services

WR Hess



## Benefits and Features of The Birkman Method®

- **Time Saving**– The Birkman Method combines both *behavioral* and *motivational* measurement through a single questionnaire, *all online*. The Birkman Method is available 24/7 across all time zones and geographies.
- **Non-judgmental**- The Birkman Method provides a common language that "neutralizes" the assumptions and judgments that most people conclude about others. It provides realistic and lasting opportunities for reliable communication, trust and collaboration.
- **Descriptive & Prescriptive Data**– The definition of an individual's *underlying needs and motivations* available through Birkman's unique construction provides powerful insight to specific drivers of a person's behavior. This allows an individual to assume a much higher level of responsibility for his/her own behavior through increased self understanding and relative comparison with others' behaviors. Without this information, people tend to rely on their perceptual filters and few people are able to figure out how to get their needs met or satisfied.
- **Online (BirkmanDirect)**- This sophisticated information management system produces over 40 report formats for individuals, groups, teams and large organizational systems. The information may be configured to address a broad spectrum of applications. Further, BirkmanDirect offers important analytical capabilities for organizational and cultural assessment, organizational needs analysis, database searching/sorting and strategically using the data to manage an organization's human capital.
- **Certification Training**- Over 2,000 consulting professionals across the world have been certified to use The Birkman Method. Birkman International, Inc. is here to assist organizations in finding the right expertise to fulfill their immediate program and developmental needs. Birkman International may train and certify professionals working within organizations, so that using and applying The Method is fully managed by the organization itself.
- **Unlimited Data Access**- The Birkman Method, through BirkmanDirect, is a complete human capital development system designed to provide organizations with the information required for addressing development needs of people at all levels of the organization. The Birkman Method has "Recruitment to Retirement" application through a single questionnaire.
- **Scientific and Legal Backing**- The Method was created under a rigorous, academic, scientific and business-focused process ("empirical"). It is representative of actual business settings. Extensive reliability and validity studies have been funded by the National Scientific Foundation, The National Institutes of Health, LEAA, and other agencies. The Birkman Method enjoys favorable legal opinions for support in pre-employment and meets all ADA requirements.

## Some of Birkman's Valued Clients

|                                |   |                                       |   |
|--------------------------------|---|---------------------------------------|---|
| <i>ABB Vetco Gray</i>          | <i>Cox Communications</i>               | <i>OGE Energy Corporation</i>         | <i>Spherion</i>                           |
| <i>Accenture</i>               | <i>Eli Lilly &amp; Co.</i>              | <i>Outback Steakhouse</i>             | <i>State of Washington</i>                |
| <i>Acxiom Corporation</i>      | <i>Emory University</i>                 | <i>Pentax Precision Instruments</i>   | <i>Steelcase, Inc.</i>                    |
| <i>American Red Cross</i>      | <i>Environmental Protection Agency</i>  | <i>Pennsylvania Power &amp; Light</i> | <i>Telus Corporation</i>                  |
| <i>Alagasco</i>                | <i>Federal Aviation Administration</i>  | <i>Philips Oral Healthcare, Inc.</i>  | <i>University of Nebraska</i>             |
| <i>Assn. of Junior Leagues</i> | <i>Hawaiian Electric Co.</i>            | <i>PM Realty Group</i>                | <i>University of South Carolina</i>       |
| <i>Austin Energy</i>           | <i>Hines Interests Ltd. Partnership</i> | <i>Procter &amp; Gamble</i>           | <i>University of Texas Medical Branch</i> |
| <i>BMC Software</i>            | <i>Houston Astros Baseball Club</i>     | <i>Reliant Energy</i>                 | <i>University of Texas Career Center</i>  |
| <i>Cardinal Health</i>         | <i>Kirby Inland Marine</i>              | <i>Right Management Consultants</i>   | <i>Universal Underwriters Group</i>       |
| <i>Citizens Bank of Canada</i> | <i>Knightsbridge GSW</i>                | <i>St. Joseph's Hospital System</i>   | <i>Watson Wyatt</i>                       |
| <i>Colgate University</i>      | <i>Marathon Oil Company</i>             | <i>St. Luke's Episcopal Hospital</i>  | <i>Wells Fargo Home Mortgage</i>          |
| <i>Comcast</i>                 | <i>McLane Company</i>                   | <i>Shell Oil Company</i>              | <i>Weyerhaeuser Company</i>               |
| <i>Conectiv</i>                | <i>Merichem Company</i>                 | <i>Siemens Management Learning</i>    |   |
| <i>Cooper Cameron</i>          | <i>MD Anderson Cancer Center</i>        | <i>Snap-On, Inc.</i>                  |   |



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We're on the web!

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*Birkman International, Inc. is an international provider of performance assessment tools dedicated to helping organizations develop and improve both personally and professionally. Headquartered in Houston, Texas and incorporated over 50 years ago, Birkman International is a privately held company. The Birkman Method® is available in more than ten languages with additional translations in progress. It is found in nearly every region of the world including: North and South America, Western and Central Europe, Southeast Asia and Australasia.*

