

This Report Prepared For
JOHN Q. PUBLIC
23 October 2007

Career Management Report

A Unique Framework for Career Decisions

The Career Management Report offers an effective way to align personal style, natural aptitudes and individual needs with your profession or career.

The Career Management Report may include:

- 1) Organizational Focus: Professional Strengths
- 2) Job Families/Job Titles or Job Families Only
- 3) Career Narrative

The **Organizational Focus** color bars display your fundamental work orientation, offering you an overall reference as to which classic occupational group has the most or least appeal for you.

Example:



Communicating
Administrating
Planning
Expediting

Job Families/Job Titles select, identify and confirm your professional strengths. Occupational effectiveness is determined by how closely your responses match profiles of a large sampling of employees in twenty job families. Special management scores (purple) are added to the four colors. Sample job titles are provided for each job family, with a direct link to the **U.S. Department of Labor's on-line Occupational Outlook Handbook** for most titles. *International users may wish to choose the Job Families Only option.*

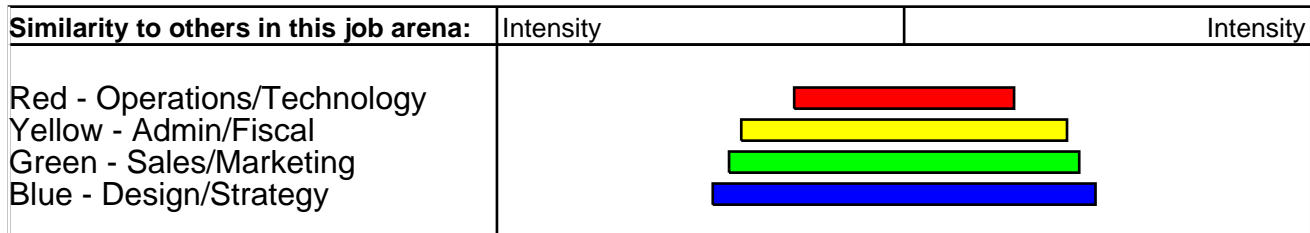
The **Career Narrative** presents a descriptive summary of the information displayed in the Organizational Focus and Job Families/Job Titles Reports. This summary identifies your **career orientation, management style and job strengths**.

Although career decisions should also encompass experience, education and interviews, the Career Management Report provides significant information for aiding in career development and succession planning.

Organizational Focus: Professional Strengths

THE BIRKMAN METHOD[®] provides comprehensive formats for organizational development and self-management. The questionnaire you have already completed affords a variety of Birkman Reports (more than 40 formats) that you can access on demand. This portion of your Birkman Advanced Report is designed as an introduction.

ORGANIZATIONAL FOCUS for : JOHN Q. PUBLIC



Color:



Classic Occupational Group:

Arts , Social Service
 Operations, Science
 Marketing, Sales
 Finance, Administration

Focus:

Strategy (long-term, innovative)
 Practicality (short-term, tangible)
 Communication (promotional, "people")
 Systems (procedural, "detail")

What is ORGANIZATIONAL FOCUS?

Organizational Focus refers to your fundamental approach to any work situation. Notice that you show some of all four job capabilities. Each color represents a function needed by every organization. Each of the four styles (occupational groups) has value. Successful organizations have a balance of these colors.





Your **longest color bar** (your **bottom line**) is your strongest natural job aptitude. The **second longest color bar** (your **supporting style**) viewed in combination with your bottom-line (strongest) color reveals your first approach to problem solving and tells us a great deal about the way you work toward your goals.

Organizational Focus: Professional Strengths

Why do these colors matter?

The four colors provide a quick summary as to which kinds of job activities will have the greatest or the least appeal for you. Following your natural professional orientation will powerfully impact your chances for career success, as well as your physical and emotional health. Your colors help to define the distinctive strengths you bring to a team and the ways you might best contribute to an organization.

The four colors symbolize the four classic management functions. In addition to job functions, these colors also have a **time orientation**:

Color:	Oriented to:	Emphasis on:
	Future	Creative Planning / Design
	Present	Expediting / Technical
	Present	Communications / Marketing
	Precedent	Fiscal / Administration

The "mixture" of your Organizational Focus color bars:

When you review your Report (shown on previous page) pay close attention to the

- **ranking** (the **order** in which the bars are displayed)
- **magnitude** (proportionate **length** of the bars)

For example, if you have a dominant Green color followed by a supporting style of Red, you will have a very different organizational orientation from someone who has dominant Green followed by a supporting style of Blue.

Similarly, if you have very strong Blue and relatively little Red, Green or Yellow, you will have a distinctly different organizational focus from someone with color bars that are almost equal in magnitude.

If you have shorter bars that are almost equal in length, you will have a general comfort level with each of the styles and will be less intensely focused on one particular job function.

Organizational Focus: Professional Strengths

Relationship between your Organizational Focus colors and the jobs that you may choose:

There is usually a close link between your Organizational Focus colors and the job that you do, or would like to do. A Birkman-trained consultant can explain how you may be quite effective, in a different way, if your job varies from the expected Organizational Focus color.

If you are a Green manager, you may be neither more effective, nor less effective than a Red manager, you simply have a different organizational focus - a focus on the **people who do the job** rather than on the **job that people do**.

Similarly, if you are a computer programmer in a structured programming environment with an Organizational Focus color of Blue, you will likely focus on long-term, more abstract and creative solutions. You may still, however, be a completely effective, structured programmer.

How are Organizational Focus color bars generated?

The four color bars are derived from more than fifty validated scales. Although simple to interpret, the origin of your color bar display is complex. The order in which your colors are "stacked" is based on a synthesis of statistical data that has been collected and developed over more than five decades of occupational research. Your responses were compared to people in 23 job families consisting of 167 wide-ranging national occupational norms.

You are unique.

It's important to remember that you are a dynamic entity with many dimensions. As **THE BIRKMAN METHOD**[®] attempts to "measure the immeasurable", we acknowledge and describe the complex and often seemingly contradictory nature of human behavior. Best of all, we want you to know that whatever your color combination, your natural job strengths are needed. Understanding these strengths is the first step toward self-awareness, which leads to better self-management and better teams.

The Organizational Focus colors are intended to provide a useful starting point for **THE BIRKMAN METHOD**[®] inquiry as to what makes you so memorable and unique.

THE BIRKMAN METHOD[®] is a multi-faceted instrument. Your Organizational Focus is only an introductory step. When you're ready to proceed to a greater degree of the depth and complexity available to you, please contact your Birkman representative or email us at info@birkman.com.

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Job Families/Job Titles

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Job Families / Job Titles

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
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Accounting



Analyzing, auditing and reporting financial information; include general accounting, general auditing, controllers.

[General Accounting](#)
[Tax Accounting](#)
[General Auditing](#)
[Controllers](#)

Knowledge Specialist



Utilizing personal expertise and knowledge for problem solving. Lead by example. Include professionals and managers who lead professional, educational, and other specialty functions.

[Public School Counselors](#)
[Psychologists](#)
[Career Counselors](#)
[Employee Relations Professionals](#)
[College Professors](#)
[Ministers/Priest/Clergy](#)
 Ministry Managers
[Physicians](#)
[Lawyers/Litigation Specialties](#)
[Nursing Managers](#)

Social Service/Counseling



Advising and assisting others with personal problems; include ministers, theologians, therapists/counselors, social workers, sociologists, psychologists.

[Ministers/Priest/Clergy](#)
 Theologians
[Therapists/Counselors](#)
[Social Workers](#)
 Sociologists
[Psychologists](#)

Consultative Intangible Sales



Marketing and/or sales of intangible products or services; include stocks and bonds sales, medical services sales, bank marketing.

[Stocks and Bonds Sales](#)
[Medical Services Sales](#)
[Bank Marketing](#)

Employee Relations/Training



(continued next page)

Advising and assisting with career development and personnel issues, using creativity to identify and solve problems; include career counselors, employee assistance positions, organizational development professionals, HR training, employee relations, personnel operations, customer service, entertainment marketing, marketing and advertising, industrial relations, lobbying, public relations, legal administrators, legal assistants.

[Career Counselors](#)
[Employee Assistance Positions](#)
[Organizational Development Prof.](#)
[HR Training](#)
[Employee Relations Professionals](#)
[Customer Services](#)
[Entertainment Marketing](#)
[Marketing and Advertising](#)
[Industrial Relations](#)
[Public Relations](#)

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Job Families / Job Titles

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
Employee Relations/Training (continued)			Lobbying Legal Administrators Legal Assistants Consultants to Lawyers Personnel Professionals
Banking & Finance Phases of the banking industry; include banking operations, tellers, financial analysts, loan officers, financial officers.			Banking Operations Bank Tellers Financial Analysts Loan Officers Bank Financial Officers
Consultative Tangible Sales Marketing and/or sales of tangible products or services; include sales engineers, oil and gas sales, pharmaceutical sales, medical equipment sales, software sales.			Sales Engineers Oil and Gas Sales Pharmaceutical Sales Medical Equipment Sales Software Sales Purchasing Agent/Buyer
Artistic Careers Artistic expression; include visual arts, literary/editorial positions, performing artists, architecture, clothing/jewelry, cosmetic sales, art sales, travel agents.			Visual Arts Literary/Editorial Positions Performing Artist/Acting Architecture Art Sales Travel Agents
Administrative Professionals Administering and monitoring administrative systems or procedures; includes benefits administration, internal auditors, credit administration.			Benefits Administration Internal Auditors Credit Administration
Educational Careers Teaching at educational levels; include primary and secondary teachers, religious school teachers, college professors, school counselors, university administrators.			Public Primary School Teachers Religious School Teachers Public Secondary School Teachers College Professors Public School Counselors University Administrator (1) University Administrator (2)

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Job Families / Job Titles

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
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Legal



Legal specialties; include lawyers specializing in litigation and business issues.

[Lawyers/Litigation Specialties](#)
[Lawyers/Business Specialties](#)

Medical Professions



Specializing in the medical field; include nutritionists, pharmacists, nurses, public health administrators, clinical scientists, physicians.

[Nutritionists](#)
[Pharmacists](#)
[Nurses \(1\)](#)
[Nurses \(2\)](#)
[Public Health Administrators](#)
[Clinical Scientists](#)
[Physicians](#)

Direct Intangible Sales



Selling intangible products directly to the consumer; include casualty insurance sales, life insurance sales, health insurance sales, real estate sales.

[Casualty Insurance Sales](#)
[Life Insurance Sales](#)
[Health Insurance Sales](#)
[Real Estate Sales](#)
[Telecommunications Sales](#)

Science



Expertise in various scientific areas; include environmentalists, environmental specialists, biologists, geologists, chemists, physicists, nuclear scientists, mathematicians.

Environmentalists
 Environmental Specialists
[Biologists](#)
[Geologists](#)
[Chemists](#)
[Physicists](#)
 Nuclear Scientists

Delegative Management



Managing, leading and accomplishing goals through others by utilizing plans and strategies; arrange resources and assist subordinates and teams in dealing with resource and implementation issues. Include managers and executives in plan-driven organizations.

[Property Managers](#)
[Hotel, Club & Restaurant Managers \(1\)](#)
[Hotel, Club & Restaurant Managers \(2\)](#)
 Tangible Sales Managers
[Intangible Sales Managers](#)
[Insurance Sales Managers](#)
[Bank Managers](#)
[Controllers](#)
[Public School Administrators](#)
[Nursing Home Administrators](#)

Direct Tangible Sales



(continued next page)

[Clothing/Jewelry/Cosmetic Sales](#)
[Merchandise Sales](#)
[Retail Sales](#)

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Job Families / Job Titles

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
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Direct Tangible Sales

(continued)

Selling tangible products directly to the consumer; include merchandise sales, retail sales, appliance sales, furniture sales, auto sales, purchasing agents/buyers.

[Appliance Sales](#)
[Furniture Sales](#)
[Auto Sales](#)

Engineering/Technology

Expertise in engineering, science, or traditional computer applications; include computer operators, computer programmers, systems analysts, geophysicists, engineers, agriculture, medical technicians, medical equipment technicians.

[Medical Technicians](#)
 Medical Equipment Technicians
[Computer Operators](#)
 User Assistance
[Computer Programmers](#)
 Computer Systems Analysts
 Computer Systems Engineers
 Technical Trainers
[Geophysicists](#)
[Petroleum Engineers \(1\)](#)
[Petroleum Engineers \(2\)](#)
[Oil & Gas Production Engineers](#)
[Civil Engineers](#)
[Electrical Engineers](#)
[Chemical Engineers](#)
[Mechanical Engineers](#)
[Industrial Engineers](#)
 Research Engineers
[Agriculture \(1\)](#)
[Agriculture \(2\)](#)

Enforcement/Security

Public service involving a degree of danger and adventure; include enlisted military, firefighters, paramedics and police.

[Enlisted Military](#)
[Firefighters & Paramedics](#)
[Police](#)

General Administrative

General administrative duties; include receptionists, general office clerks, communication clerks, secretaries, administrative assistants.

[Receptionists](#)
[General Office Clerk](#)
 Communications Clerk
[Secretaries](#)
 Administrative Assistants

Petrochemical

(continued next page)

[Oil Field Operations](#)
[Oil Field Drilling Work](#)

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Job Families / Job Titles

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
Petrochemical (continued) Petroleum industry; include oil field operations, oil field drilling, chemical plant maintenance, chemical plant operators, chemical plant technicians.			Chemical Plant Maintenance Chemical Plant Operators Chemical Plant Technicians
Directive Management Managing and leading through professional expertise and force of personality. Include personal involvement in problem solving, direction and implementation; leads from the front and exercises strong authority. Include managers and executives in action-driven organizations such as construction, engineering, exploration, utilities.			Operations Managers Manufacturing Managers Construction Managers Petrochemical Plant Managers Telecommunications Managers Utility Company Managers Military Officers Police Department Managers Grocery Store Managers Information Center Managers
Crafts/Technical Skilled and semi-skilled workers in construction/ manufacturing/ engineering industries; include semi-skilled positions, maintenance work, electricians, carpenters, machinists, manufacturing foremen, heavy equipment operators, service work operations, stationary engineers, mechanics, utility field work, electronics technicians, and similar positions.			Semi-Skilled Construction Semi-Skilled Operations Semi-Skilled Manufacturing Maintenance Work, Operations Electricians Carpenters Machinists Manufacturing Foremen Heavy Equipment Operators Service Work Operations Stationary Engineers Mechanics Utility Field Work Electronics Technicians Drafting Printing Quality Assurance Safety Technicians Technical Trainers
Numerical Administrative Data entry or bookkeeping functions; include data entry clerks, bookkeepers, accounting/billing customer service.			Data Entry Clerks Bookkeepers Accounting/Billing Customer Service

[More information about US-based jobs listed on this page](#)

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CAREER ORIENTATION

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

People and communication oriented. Prefers direct communication involving selling, promoting, directing or motivating.

MANAGEMENT STYLES

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

JOB STRENGTHS

YELLOW

* analyzing, auditing and reporting financial information; designing or implementing fiscal controls