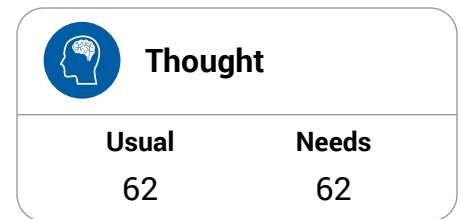
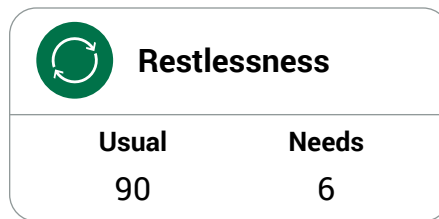
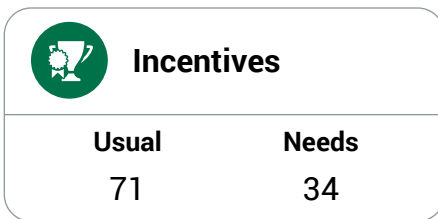
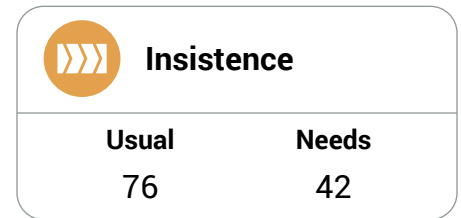
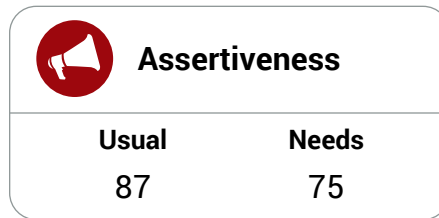
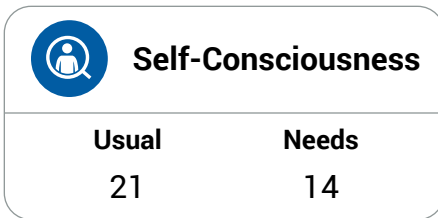
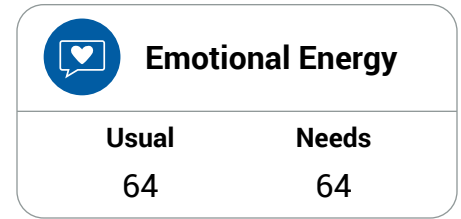
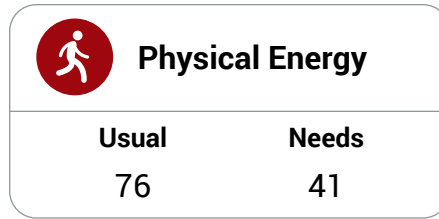
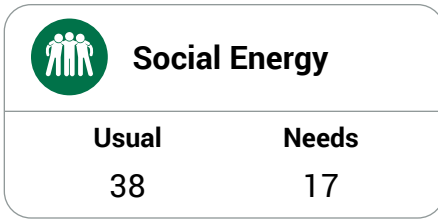


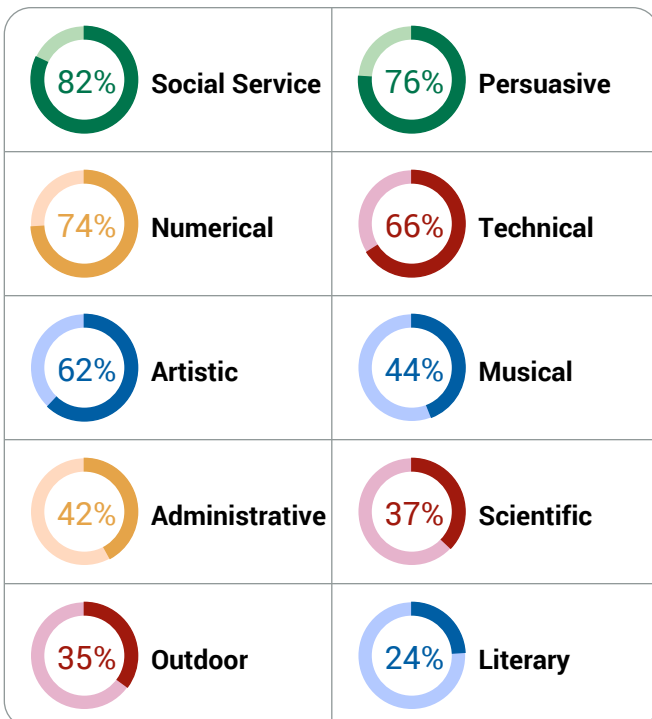
# SIGNATURE SUMMARY



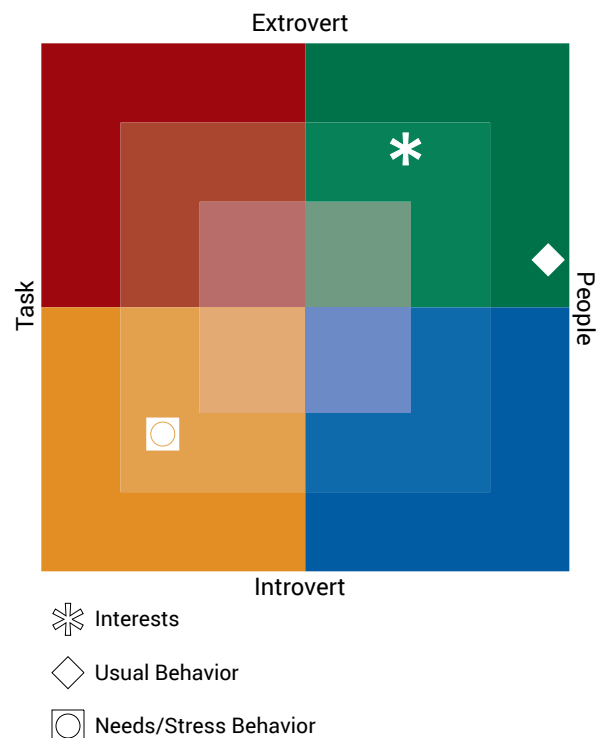
## BIRKMAN COMPONENTS



## BIRKMAN INTERESTS



## BIRKMAN MAP



# COACHING PAGE



## JOHN Q. PUBLIC

In *working with others*, he is straightforward; he is primarily independent, and given to a few close, personal relationships.

When *giving or accepting direction*, he is self-assertive. He enjoys debate and active, participative discussion.

As to *competitiveness and stamina*, he is competitive and bottom line oriented; he prefers warm, genuine relationships; he feels defeated and dejected when relationships go awry. He is very strong-willed, demanding, sometimes unconsciously oppositional.

When *organizing or planning*, he questions everything. He won't blindly follow instructions unless the wisdom of doing so is obvious; he must maintain a sense of personal freedom. Cautious and thoughtful but usually comfortable with making decisions. He needs more time and information for important decisions.

## SUGGESTIONS FOR COACHING JOHN Q. PUBLIC

Capitalize on his willingness to play devil's advocate. *Social Energy*

Address the positive sides of issues. *Emotional Energy*

Keep communications direct and impersonal. Be as straightforward as possible when giving praise, almost matter-of-fact. *Self-consciousness*

- \* Keep debates controlled and positive. *Assertiveness*
- \* Provide a balance of team and individual goals. *Incentives*
- \* Freely explain the reasoning in making changes. *Restlessness*

Lead with a balance of thoughtfulness and decisiveness but be sure he has time to think about important decisions. *Thought*

\* Particularly significant; may impact other areas