

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.

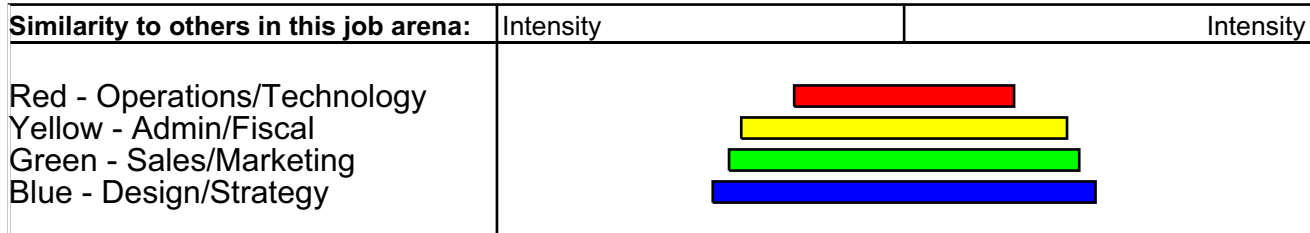
The Career Narrative presents a descriptive summary of the information displayed in the Organizational Focus and Job Families/Job Titles Reports. This summary identifies your career orientation, management style and job strengths.

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: | Focus: |
| | Arts , Social Service | Strategy (long-term, innovative) |
| | Operations, Science | Practicality (short-term, tangible) |
| | Marketing, Sales | Communication (promotional, "people") |
| | Finance, Administration | 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.