

This Report Prepared For

JOHN PUBLIC

The Larsen Group

THE BIRKMAN CAREER MANAGEMENTSM REPORT

21 October 2003

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) Foundation ColorsSM : Professional Strengths
- 2) Job Families/Job Titles or Job Families Only
- 3) Career Narrative

The **Foundation Colors** 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 Foundation Colors 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.



The Foundation Colors display represents your fundamental work orientation.

Foundation ColorsSM : 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.

FOUNDATION COLORS for : JOHN PUBLIC

Similarity to others in this job arena:	Intensity	Intensity
Green - Sales/Marketing Yellow - Admin/Fiscal Blue - Design/Strategy Red - Operations/Technology		

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 are Birkman FOUNDATION COLORS?

Foundation Colors refer 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.



The Foundation Colors display represents your fundamental work orientation.

Foundation ColorsSM : 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:

Future
Present
Present
Precedent

Emphasis on:

Creative Planning / Design
Expediting / Technical
Communications / Marketing
Fiscal / Administration

The "mixture" of your Foundation Colors:

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.



The Foundation Colors display represents your fundamental work orientation.

Foundation ColorsSM : Professional Strengths

Relationship between your Foundation Colors and the jobs that you may choose:

There is usually a close link between your Foundation Color 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 Foundation 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 a Foundation 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 Foundation Colors 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 Foundation ColorsSM 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. The Foundation ColorsSM 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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THE LARSEN GROUP Career Center
Career View Map SM

JOB FAMILIES/JOB TITLES
Page: 1
Date Printed: 21 October 2003

The Job Families/Job Titles aligns the respondent with the most highly motivating career matches and indicates caution on areas of least similarity.

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:
----------------------------------	-----------------	----------------	--

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](#)

Legal



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

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

Petrochemical



Petroleum industry; include oil field operations, oil field drilling, chemical plant maintenance, chemical plant operators, chemical plant technicians.

[Oil Field Operations](#)
[Oil Field Drilling Work](#)
Chemical Plant Maintenance
Chemical Plant Operators
[Chemical Plant Technicians](#)

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

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

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The Job Families/Job Titles aligns the respondent with the most highly motivating career matches and indicates caution on areas of least similarity.

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:
----------------------------------	-----------------	----------------	---

General Administrative



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

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

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](#)

Enforcement/Security



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

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

Numerical Administrative



Data entry or bookkeeping functions; include data entry clerks, bookkeepers, accounting/billing customer service.

[Data Entry Clerks](#)
[Bookkeepers](#)
[Accounting/Billing Customer Service](#)

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

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](#)

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

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](#)
[Oil & Gas Production Engineers](#)
[Civil Engineers](#)
[Electrical Engineers](#)
[Chemical Engineers](#)
[Mechanical Engineers](#)
[Industrial Engineers](#)
Research Engineers
[Agriculture \(1\)](#)
[Agriculture \(2\)](#)

Administrative Professionals



Administering and monitoring administrative systems or procedures; includes benefits administration, internal auditors, credit administration.

Benefits Administration
Internal Auditors
Credit Administration

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](#)

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

Career Counselors
Employee Assistance Positions
Organizational Development Prof.
[HR Training](#)
[Employee Relations Professionals](#)
Customer Services

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

development professionals, HR training, employee relations, personnel operations, customer service, entertainment marketing, marketing and advertising, industrial relations, lobbying, public relations, legal administrators, legal assistants.

[Entertainment Marketing](#)
[Marketing and Advertising](#)
[Industrial Relations](#)
[Public Relations](#)
[Lobbying](#)
Legal Administrators
[Legal Assistants](#)
Consultants to Lawyers
[Personnel Professionals](#)

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 \(2\)](#)

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

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](#)

Direct Tangible Sales

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

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

Direct Intangible Sales

(continued next page)

[Casualty Insurance Sales](#)
[Life Insurance Sales](#)

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

Direct Intangible Sales



(continued)

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

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

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](#)

Accounting



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

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

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](#)

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](#)

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CAREER NARRATIVE

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The Career Narrative displays the individual's similarity
to different job strengths and job profiles.

CAREER ORIENTATION

Task oriented. Utilizes direct communication. Prefers direct action, solving practical problems. Oriented toward tangible, visible and measurable results.

MANAGEMENT STYLES

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

JOB STRENGTHS

GREEN

* various protective and advisory functions ranging from corporate to litigational specialties

RED

* various phases of operations and maintenance industries

* skilled and semi-skilled tasks in construction/ manufacturing/ engineering industries

YELLOW

* general procedural, record-keeping duties following carefully defined office systems and procedures

BLUE

* artistic expressions involving abstract, innovative, intuitive, imaginative thinking

