

The Value of Using Assessments

What is a company's most important asset?

Plant and equipment? Patents? Products?

What about people in the organization?

Today's highly competitive 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 the productivity of your people?

The Birkman Method®

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

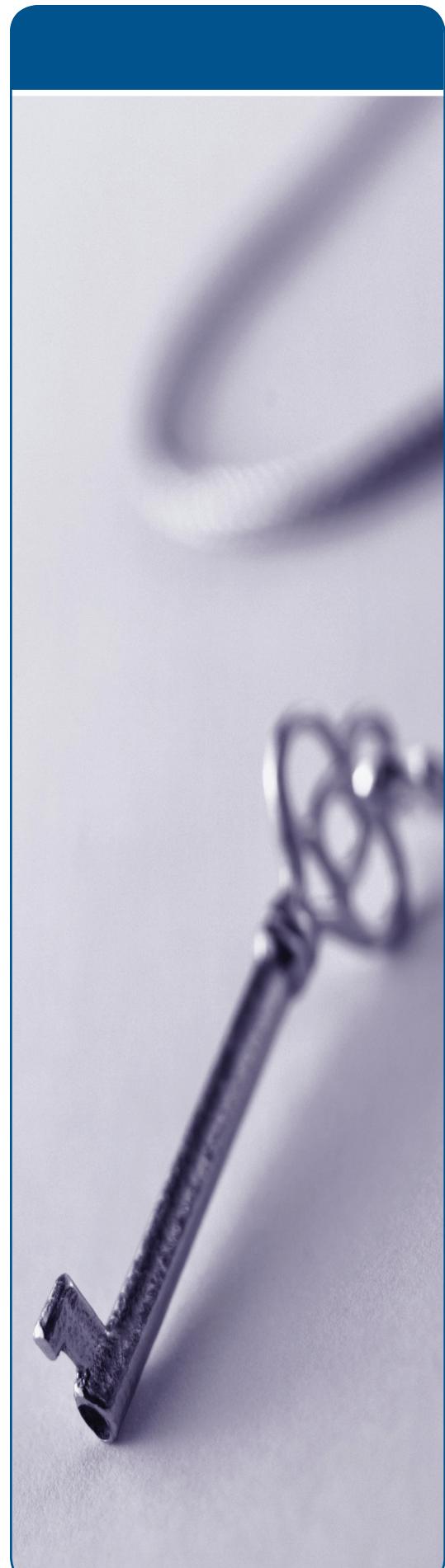
- Identifying effective training opportunities
- Developing managers and leaders
- Promoting people into positions where they will succeed
- Creating highly functional teams

An assessment is the most reliable way to objectively identify the key behaviors and motivations that will lead to the success of people, teams and the whole organization.

The Five Dimensions Identified by The Birkman Method®

The Birkman Method® is a multi-dimensional assessment combining behavioral styles, motivations, expectations, stress behaviors and occupational interests. Developed and improved during more than 50 years by research, consulting and business professionals, it is the complete behavioral and motivational assessment for individuals, teams and total organizations.

Respondent data is gathered through a self-administered and confidential, internet-based questionnaire. The questionnaire is available 24 hours a day, 7 days a week and takes approximately 45 minutes to complete.



Five dimensions are measured and quantified by The Birkman Method®

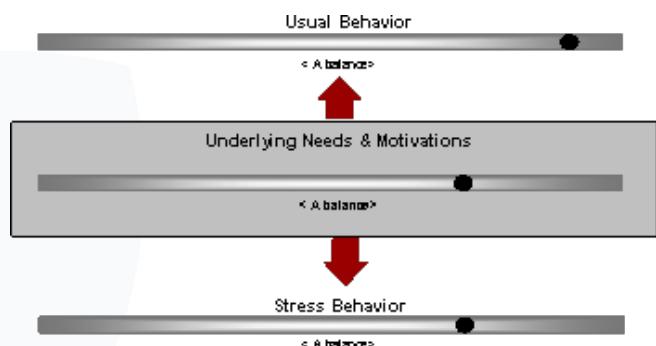
1. **Usual Behavior** - an individual's effective style and strengths for dealing with relationships and tasks
2. **Underlying Needs and Motivations** – an individual's expectations of how others should relate to and work with them; reveals what influences / motivates an individual's behavior
3. **Stress Behaviors** - an individual's expressed less-than-effective style when underlying needs are not being met
4. **Areas of Interest** - indicates the work an individual is most likely to be drawn to and enjoy
5. **Organizational Focus** - an individual's perspective on problems and solutions as they relate to organizational goals

Usual Behavior/Underlying Needs and Motivations/Stress

At the core of The Birkman Method® are 11 behavioral components scientifically found to impact performance and well being. This graphic describes the relationship between the behavioral dimensions of The Birkman Method®.

- Usual Behavior
- Underlying Needs and Motivations
- Stress Behavior

Behavior is measured along a continuum of intensity (1-99) with each end of the continuum being the opposite behavior to the other end of the scale. The Birkman Method® is a non-judgmental assessment: While "1" is equal in intensity to "99" in intensity and / or frequency, neither is "better" or more effective than the other.



Areas of Interest

The Birkman Method® measures 10 Areas of Interest which correlate highly to over 150 different occupational roles and careers. Interests show what individuals prefer to do and how they want to direct their energies.

Online Information Management System

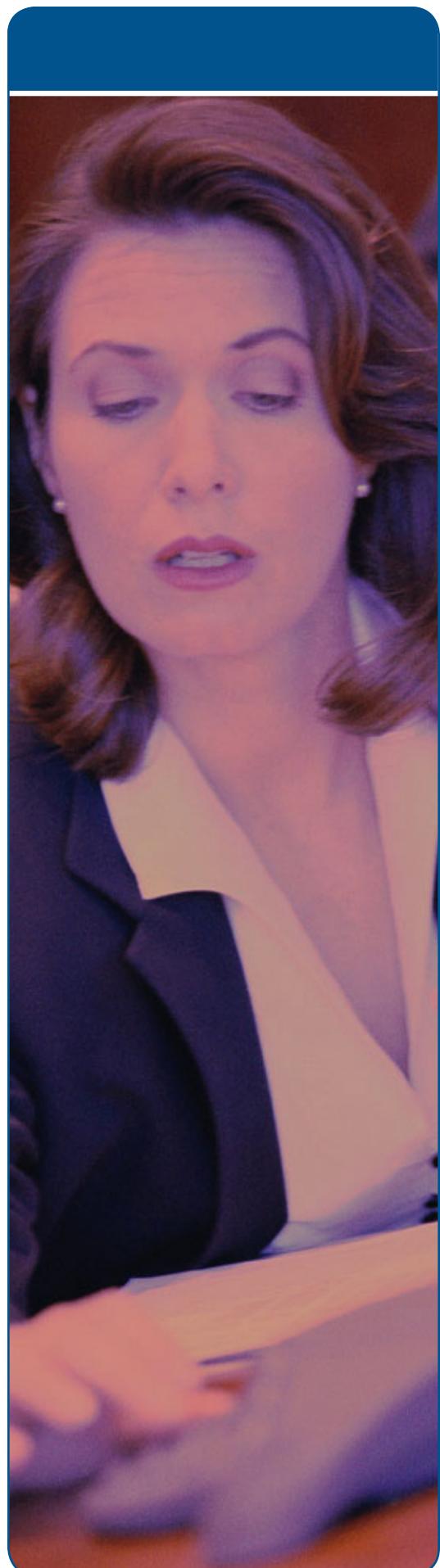
The Birkman Method® is more than a single document to be filed away. Birkman provides a sophisticated online information system for ongoing application. The Method is a powerful assessment with applications from recruitment to retirement from a single questionnaire. The online information management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

- Immediate online access and management of questionnaires, reports and data
- 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 Birkman-Direct® database, it builds strategic information for configuring and assessing a broad spectrum of individual, team and organizational applications.

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 anywhere, 24/7.
- **Non-judgmental** - The Birkman Method® provides a common language that "neutralizes" the assumptions and judgments that most people make 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 what drives that person's behavior. This allows an individual to assume a much higher level of responsibility for his/her own behavior. 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.
- **The BirkmanDirect® Online Delivery System** - 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.



"The power of The Birkman Method® has enabled leaders and their teams to unleash the true passion for their business by breaking down barriers that included missing conversations, lack of healthy debate or conflict and ineffective communication. The results of this team dynamic work has been the resurgence of personal and professional growth and development, increased profitability and changes in the leadership team required to meet the business and human capital challenges of the future."

– John S. Arnold

Principal, Clarity International, Inc

- **Certification Training** - Over 2,000 consulting professionals across the world have been certified to use The Birkman Method®. Birkman International, Inc. can help organizations find the right expertise to fulfill their immediate program and developmental needs. Birkman International also trains and certifies professionals working within organizations, who can then use and apply The Birkman Method® as 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 Birkman Method® was created under a rigorous, academic, scientific and business-focused process that reflects the workplace, as verified by extensive reliability and validity studies sponsored by the National Scientific Foundation, The National Institutes of Health, LEAA and other organizations. The BirkmanMethod® meets all ADA requirements and has received favorable legal opinions for use in pre-employment evaluation.

The Birkman Method® has been in use for more than 50 years and has been used by more than 2 million people and 5,000 organizations worldwide, including corporations, not-for-profit organizations, governmental agencies and individuals. The assessment accurately measures social behaviors, underlying expectations of interpersonal and task actions, potential stress reactions to unmet expectations, occupational preferences and organizational strengths. For more information visit their website www.birkman.com or call 1-800-215-2760.

