The Art of Birkman Interpretation
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Introduction

The purpose of this paper and workshop method is two fold: First, we introduce a creative approach to the interpretation of Birkman Method® reports. Second, we introduce a comprehensive method of Birkman analysis designed for those few, especially difficult, Birkman reports to interpret. After some preliminary discussion with Amy and Roger the label of “tricky” Birkmans was decided on.

It will certainly depend on how much time and how many years you have given Birkman interpretations as to the “value added” nature of this discussion. We hope it helps those who may benefit the most and reinforces the basics for those who have many years of consulting experience.

In one sense, you interpret tricky Birkmans in the same way you would interpret any Birkman report – but with much more preparation, situation analysis, in depth confirming dialogue and by applying a creative, open ended, and flexible interpretation method. Simply stated, you do what you usually do but you do it better. These “non-typical” reports seem to tell their own story when the Birkman professional takes an artistic rather than a scientific approach.

Our suggestion is that you use the method presented in the appendix as a schema that you modify to fit your style and your clients. Consider the suggestion for their heuristic value rather than a verbatim feedback script.

Finally, we would like to say that we really enjoy interpreting Birkman patterns that are more unusual than others. It is like any other skill that one has practiced over many years, it is the exception rather than that rule that challenges. By means of this paper we share the best that we have to offer, and what has worked for us over the years. Get ready to have some fun!
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Creative Birkman Interpretation Method

I. Interpretation as a Creative Act

II. Narration as Method

III. Identity Development as Approach

IV. Subjective and Objective Integration

V. Situational Contextualization

VI. Cultural Comprehension

VII. Individual Potential

I. Interpretation of Birkman Scores as a Creative Act

When communicating to our client that we are going to schedule a “feedback” session for their Birkman it may be unclear as to the content, intentions and goal for the meeting. We interchange the verb interpret with feedback when we schedule individual sessions to begin the shaping of the expectations of the client. Interpret suggests a more subjective and flexible approach as opposed to feedback which conveys a stronger message of objectivity and methodology. This is not a trivial differentiation.

Using an explicit interpretation orientation surfaces the awareness that there is no one single, accurate, invariant interpretation of a set of Birkman scores. If ten Birkman consultants were given the identical Birkman client scores, say identical “Summary Ones”, and recorded giving feedback to the same client the interpretations would most certainly vary. Why the variance in this case?

Each consultant arrives for the interpretation with a preexisting framework of knowledge, experience, beliefs, values and goals. To assume that the consultant provides a purely objective analysis would be a mistake and suggests a lack of fundamental knowledge in the area of testing and assessment. It may be true, as in the case of this publication, that a standard protocol of interpretation is highly recommended in learning how to properly use each individual assessment. However, professional growth is typically demonstrated by the ability to move beyond a rote and sterile reading of written libraries towards “artful” interpretation. We will be saying much more about this.

Now, let’s suppose that a single consultant would, hypothetically, give Birkman feedback to the same, identical person but on ten different occasions. Then would the interpretations be close to identical? Most certainly not - but why the variance? In this case, the client’s particular situation would vary and skilled Birkman consultants “read” their clients. Is the client rushed, under stress, just been promoted, overwhelmed by deadlines, just back
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from an international trip, recovering from an illness, just walked out of meeting where their presentation was praised as the best of the session and so forth. Each situation will yield a different set of communication dynamics. Setting the stage for a successful session requires the consultant to carefully and mindfully assess the current situation of the client and to modify the interpretation accordingly. The next topic will help shape our ideas.

II. Narration as Method

We have found that the success of interpretive sessions can be predicted on the quality of the narrative that the consultant creates with the full participation of the client. You are sharing with the client your interpretation of their individual “story” as revealed by their responses on the Birkman questionnaire. And there are additional stories to tell. We always share the narrative of Roger Birkman’s life in creating his method. To build trust, we also share relevant portions of my story and especially my scores when appropriate. Using a narrative method, through and through, builds on the story-telling nature of humans.

The session is dialogical by nature. This is important to understand. Dialogue occurs between two people when they meet on the same level and demonstrate mutual respect for each other. This should not be the case of a Birkman “expert” telling the client what their scores mean. The quality of the session will be only as good as the ability of the consultant to listen intently to the responses of the client.

Listening carefully to the client allows the consultant to reflect on the dialogue and where and when they are getting the client’s story right. Important events from the client’s personal and career stories can be elicited at insightful points during the dialogue. Like a jazz musician, the consultant learns when to take the lead and “play a solo”, when to accompany the client, when they feel ready to carry the musical first conversation, and when to listen and just accompany the others – when going over group or team results, for example. By keeping the session intentionally dialogical the consultant and the client will both be learning from each other.

The client will most certainly tell their boss, direct reports and family the “story of their first Birkman feedback session.” The consultant will be a primary character in this retelling of their shared experience. It is ironic that these two stories of the feedback session, the client’s and the consultant’s, also vary, often surprisingly so.

III. Identity Development as Approach

As discussed in the topics above, the mental framework of the consultant directly impacts any interpretative act and the Birkman is no exception. Each consultant comes to the session with an interpretive framework that shapes their dialogue. The consultant has their own sense of identity - who they are - and a sense of social identity - who others say they are. In a real sense, the Birkman scores of the consultant impacts how they interpret the client’s Birkman. Does the consultant have a strong ego? Need for punctuality? Need to win an argument? Has the consultant been socialized to the typical degree on behaviors related to sociability, rule following, emotional stability or friendliness? How different do they see others?
The degree to which the consultant is aware of the existing frameworks of how they understand the human condition, how much their social and cultural environment has shaped their thinking and how their particular approach biases their interpretation of people, events, systems and objects is a fundamental skill set for assessment interpretation. Our approach centers on current philosophical/theological models where meaning of life questions are fundamental. What other approaches are there? Here is a short sample of current approaches:

1. Big Five Factor Models
2. Social Psychology
3. Evolutionary Psychology
4. Ego Development Theories
5. Cognitive/Emotive Models
6. Jungian/Spiritual Approaches
7. Existential/phenomenological

Birkman consultants may come from a clinical program, the human resource profession, an organizational development program, an educational psychology background or coaching or outplacement. Most of these program and career paths have some requirement for testing and assessment skills. If this is the case, then it is highly probable they were taught one or more of the approaches mentioned above. In addition, other consultants come via experience in operations, management, leadership, administration or research where they were introduced to using the Birkman in a team building, succession planning, organizational change or executive group setting. In this case, they may rely on an eclectic model of the human condition and consciously or unconsciously shape their dialogue with the client.
The important point to remember is that whether one has clearly articulated the sources and effects of their self development, the consultant’s knowledge, experience, personality, beliefs and values will impact the Birkman feedback session. The more one knows about themselves, the better they can separate their own needs and social expectations from the client or team.

IV. Subjective and Objective Integration

This next topic is the most abstract and difficult. It does not have to be complicated but it is more common for those in academia (e.g., philosophy, theology, psychology, cultural anthropology) to reflect on this topic. However, there is an exception in the creative arts where the topic of subjective and objective interpretation and integration is part of the daily language.

We have already discussed much of the topic but now we will become more specific. When providing feedback interpretation, the client will be highly focused on how their scores compare to others. How much are my scores like everyone else’s? Is this score normal? I bet you have never seen anyone this strange before?

These are typical comments/questions indicating the need to feel “normal”. These questions are based on their assumption (a correct one) that the Birkman has a set of “objective” norms which their scores can be compared with statistically. Though they may not say it in those words, they will ask something along the line of, “How do my scores compare with everyone else?” “Are my scores good or bad compared with others?”

They assume that the test is objective, that is, standardized so that the results can be interpreted free of bias or subjectivity. Clearly, we have been arguing that subjectivity comes part and parcel with the interpretation. This is where we need to make an important point. The Birkman Method meets all reasonable standards for scientific rigor for “objectivity.” In scientific and psychometric jargon it meets the requirements for reliability, validity and generalization. However, meeting this scientific standard for objectivity is a necessary, but not sufficient condition, for professional interpretation. The strength of the objectivity of any assessment is only as good as the informed subjectivity of the person who interprets the scores.

A key concept that needs to be communicated clearly and comprehensively is the Birkman model of socialization. Keep in mind that the original version of what is now called the Birkman Method was called the Instrument of Social Comprehension. This is not a trivial name change. The original name speaks to the social psychological orientation of personality definition. The first scales, and still the “norming” scales are those created by responses to the “most people” items. The responses to the same items as “self” is a powerful way to maximize the well known social response bias. We tend to rate ourselves in a more socially desirable light.

Thus the instrument centers around the measurement of the direction of self (self expectations) responses in relation to most people (social expectations). This pattern of “average” response to the scales generated by “most people” response and the direction of response (higher or lower “usual scores” as compared to “need scores”) to “self” is fundamental to interpretation. Explaining the enigmatic “reversals” depends on how well the client understands the “socialization effect.”
The chart below illustrates what we believe is a helpful way to explain the scores. We have found it helps to think of the “needs” (social expectations) as not discreet points on a scale but rather thermometers that point towards stressful changes in behavior.

If scores are below 50 then under stress the person effectively demonstrates increasing stressful behavior in a more intensive lower direction – 45, 40, 35…1. If scores are above 50 then under stress the person shows behavior that moves in the higher direction of intensity – 55, 60, 70, 90, 99.

Once this is understood, then a reversal can be visually demonstrated (see below) and confirmed through dialogical confirmation with the client: “Are people surprised when you seem to avoid conflict at all cost and then suddenly “reverse” your behavior and become argumentative, unyielding and angry?” (authority reversal). “Have you found that you will push for deadlines, details, quality and even perfection until you reach a point where you see that the task is hopeless and then you simply give up and throw in the towel?” (structure reversal). A careful review of the chart below should be beneficial.

The key skill is to validate that the client and others have seen this kind of abrupt change in behavior and that this behavior can make a client “hard to read” or make it “hard to predict how they will act in stressful situations”. If the behavior is not confirmed then the response patterns suggest some other kind of behavior or social expectation that should be surfaced under careful dialogue.

Birkman has done their part to put an objective and sound social scientific tool into the consultant’s tool box. The final application depends heavily on the knowledge, skills and abilities of the consultant. It really is interpretation all the way down.

V. Situational Contextualization

Analysis of the specific situation, that is, the context, for the interpretation session is critical for an informed interpretation. Has the person just been promoted? Are they a member of the executive team? Are they part of a management training program? Have they been selected as a high potential? Have they been asked to
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stretch to perform in new position and your job is to help with their “on-boarding.” Where are they in the succession planning chart? These are a sample of questions which the consultant should have answers to before the session. But then many more questions need to be asked throughout the session.

Have they taken a personality assessment before? What was their experience? What is their expectation for this feedback session? Were you under any stress when you took the assessment? Were you rushed? Did you have any problems or issues completing the questionnaire? Do you have any concerns about how these results will be used? These questions target the openness for feedback and surface trust issues which should be addressed early on in the session. Little trust – little value.

Next, it is good to define the work environment. The more the consultant knows about the business sector, the organization’s strategy, the business line, department and group, the better. How is your business doing in the current market? How long have you been in your current role? Do you like what you are doing? Where do you want your career to be in two years? Five years? Does your job require a lot of travel? How well do your team members deal with change? The questions are designed to build into your narrative as you move through the session.

Finally, carefully chosen personal questions can provide key insight into values, beliefs and goals. I see you are married, do you have children? Is your spouse currently employed? What are some of your favorite hobbies? Do you come from a big family? Do you have brothers or sisters? Be prepared to share personal information to help your client create a story about you in their mind.

By getting as much situational information as possible, you will be able to apply particular scores to both the work and personal life of the client. Often, the stress behavior is seen more by the spouse and family than anyone else. Also, you will be able to build trust by sharing similar behaviors when your scores are similar to your client and discuss the gap in perception in cases where your scores are extremely opposite. This is where the application of the scores can be given more power.

VI. Cultural Comprehension

The concept of culture in general and organizational culture specifically has become an important area of comprehension. Much of the old “organizational change” concepts have been reinterpreted within organizational culture theories.

However, in assessment in general and personality specifically, the need for cultural comprehension has always been a key business skill. The reason is simple – how do my responses as [an American] compare with other cultures? Are the scores the same for all languages? All ethnic groups? Are there gender differences? Is there a western bias in the assessment? These are very good questions that have been getting much more attention over the past 10 years or so.

This is another case where the consultant’s own culture will certainly be a question in the mind of the client – even if the question remains unspoken. Issues of race, gender, ethnicity and social status may not be comfortable HR discussion points, but the consultant should be prepared for an answer – a culturally informed
answer. Black and white statements like, “There are no gender differences,” “Scores are the same no matter what language is used,” and “Your score will never change,” cannot be defended in “polite” psychometric circles. Even if the statements could be proven scientifically, the client may have strong reasons for challenging the statements so it is best to give a softened response with the classic line from scientific research, “While the data suggest this is the case right now, additional research is being conducted to answer these questions in a more definitive sense.” This is an important statement because it is the truth with the vast majority of research.

Understanding how organizational culture and structure interacts with job success is a very important context for the client’s narrative. A theme of each narrative will usually be “job-fit.” This is a topic that adds value to a Birkman interpretation. A simple example would be job-fit questions related to “corporate” or “home office” with the business units or divisions. Typically, the sub-cultures between corporate headquarters and business units are quite different. Therefore, success as a manager in a business line does not necessarily translate into success as a manager in corporate. The same job-fit issues are more pronounced in business units located in differing geographic regions and this is important to discuss especially if relevant. However, the subcultures within organization are sometime more difficult to see yet can become major career development roadblocks.

VII. Individual Potential

While this is the last topic, the need to help the client discover their unrealized individual potential is a subtheme of each topic. The need for respect and recognition is a universal human need. During each interpretation session, the potential strengths and positive behaviors should always be emphasized. Even if a client makes self-demeaning statements the consultant should always demonstrate the ability to see the positive. The theme of valuing being unique and their individuality should be emphasized. Even in a “collective” or more socially oriented community the value and contribution of the individual is often valued.

The consultant will typically arrive at this point somewhere during the narrative creation process. The reason is simple. The vast majority of Birkman scores show a lot of individual differences. One could make a strong argument that it is in fact the difference and not the similarities that are easier to interpret and resonate with the client. It has been our experience that high and low scores evoke expressions of validity more so than when the client’s scores fall closely to the norms. In fact, we have always found the interpretation more difficult when the scale pattern reflects the norms of the population. We learn best through the comparison of differences. Use the differences to drive the application validity of the scores.

One should be building a case for the unique character of the individual as the story develops while sharing what is unique about your “self”. A great opportunity to do this is where there are apparent inconsistencies in the Birkman profile. Perhaps, the person demonstrates both high sensitivity yet high aggressiveness; or their interests do not align with their current job; or they have many “reversals.” These should be picked up as story “nuggets” as the consultant interprets the scores saving them to tie together and make sense of at the end of the session.

In our opinion, the real value added of the Birkman method is in the differences rather than in the similarities.
Appendix 1

### Step 1: Summary of Colors

<table>
<thead>
<tr>
<th>Organizational Focus</th>
<th>Red</th>
<th>Green</th>
<th>Blue</th>
<th>Yellow</th>
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<tbody>
<tr>
<td>Interest 70+</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest 40-</td>
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<table>
<thead>
<tr>
<th>Grid Symbols</th>
<th>Red</th>
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<th>Blue</th>
<th>Yellow</th>
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### Step 2: Combination Scales

<table>
<thead>
<tr>
<th>Challenge</th>
<th>10-</th>
<th>40-</th>
<th>&lt;50&gt;</th>
<th>60+</th>
<th>90+</th>
<th>fit</th>
<th>Med</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>50</td>
<td>48</td>
</tr>
</tbody>
</table>

### Step 3

<table>
<thead>
<tr>
<th>Freedom Need</th>
<th>10-</th>
<th>40-</th>
<th>&lt;50&gt;</th>
<th>60+</th>
<th>90+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freedom Usual</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| 50 | 62 | 30 |
| 25 | 32 |

### Step 4: People Orientation

| Esteem Need | 50 | 62 | 48 |
| Esteem Usual| 25 | 14 |
| Acceptance Need | 50 | 62 | -22 |
| Acceptance Usual | 75 | 84 |

### Step 5: Power and Tasks

| Structure Need | 50 | 42 | -34 |
| Structure Usual | 75 | 76 |
| Authority Need | 50 | 51 | 0  |
| Authority Usual | 25 | 51 |
| Advantage Need | 50 | 62 | 46 |
| Advantage Usual | 25 | 16 |

### Step 6: Emotional and Energy

| Activity Need | 50 | 54 | -32 |
| Activity Usual | 75 | 86 |
| Empathy Need | 50 | 64 | 27 |
| Empathy Usual | 25 | 37 |
| Change Need | 50 | 68 | 16 |
| Change Usual | 25 | 52 |
| Thought Need | 50 | 62 | 30 |
| Thought Usual | 25 | 32 |
Step 7  How many scores are 25 above or below the statistical norms?

[Blank]

Needs?
Usual?

Step 8  How many and what are gap score greater than 25? Rank Order:

[Blank]

Step 9  How many scores differences are reversal from socialized response?

Not counting 0s

Step 10  Interest Analysis

<table>
<thead>
<tr>
<th>Persuasion</th>
<th>Social Service</th>
<th>Scientific</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mechanical</td>
<td>Outdoors</td>
<td>Numerical</td>
</tr>
<tr>
<td></td>
<td>Clerical</td>
<td>Artistic</td>
</tr>
<tr>
<td></td>
<td>Literature</td>
<td>Music</td>
</tr>
</tbody>
</table>

Step 11  Written Analysis

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____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________

Step 12  Take homes to leave with the client

____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________

Appendix 2
The Art of Birkman Interpretation

Tricky Birkman Interpretation

The following session steps and worksheet will walk the consultant through the tricky Birkmans methodology using several reports sent to us by consultants.

I. Interpretation as a Creative Act

Review the summary one and make notes for scores that seem difficult.

1. Large number of reversals
2. Foundation and grid colors confusion
3. Many extreme scores
4. Answering patterns that just do not make sense (high advantage usual)
5. Known job-fit and Birkman contradiction – high blue interests for controller
6. Low score seemingly impacting job role – CEO with 99 on clerical

Note questions that you expect to be asked

Prep for Feedback - Complete Data Organization Sheet

After standard situational questions, dialogue and report organization overview

(Grouped according to original Interview Guide methodology – See Mefford, 1988)

*VI. Individual Potential Emphasis as bookends

When interpreting tricky Birkmans, we change the standard order of interpretation by taking the last step, Individual Potential Emphasis, and treating this step as bookends. By this we mean we highlight and emphasize the positive potential of individual differences both at the beginning and at the end of the session. In addition, throughout the session, when appropriate we point to a score, combination of scores, or pattern that has driven successful behavior and outcomes.

Interpretation as a creative act – honor and show respect for the difference:

a. We value who we have become as individuals – In the majority of the modern world or work we value greatly our uniqueness as individuals. At times we feel like we are just like everyone else and at other times we feel different from others. Using a positive, future orientation to Birkman response patterns assures that individual differences will be interpreted as either “strengths” or opportunities for self-development.

b. We recognize and clarify our uniqueness through comparison with a standard or norm created by the general population – While interpretation is a creative act, it is not without constraints. Measurement of any kind strives to bring objectivity as a point of departure. Objectivity is
structured through the use of sets of standard responses. The standard responses are then grouped according to frequency of response in a norming process. (Hot today – ex)

c. Uniqueness can be defined as the degree to which your responses differ from the typical person’s answering pattern - The more unique a person’s responses the more interpretation and interpersonal dialogue adds value to the Birkman interpretive session. Your patterns are unique in the number of times your response pattern did not reflect the response pattern of the “average” person.

d. Modify the typical session – We will be spending additional time to explain how your scores add value to the realization of your strengths in the workplace. We will be discussing what Birkman calls “reversals” in your scoring pattern. We will need to take as much time as needed for you to be clear on the interpretation.

II. Narration as Method – We will be sharing stories about each other and others.

1. The story or Roger and the method – emphasize how unique Roger was for his time and the obstacles he overcame.

2. The story of personality assessments – emphasize the validity and reliability of the Birkman and its application in major organizations throughout the world.

3. Our scoring pattern also differs from most people on several scales. We will show how the differences from other people is often more insightful than how much we are alike other people.

4. We will begin creating a story starting with sketch, general plot, big picture, 5,000 ft. etc. [refer to summary one]

III. Identity Development as Approach – See Figure 1 in paper and select how the dialogue should be directed.

[Compute Step 1 in Data Calculation Worksheet]

1. The measure of interests has a long and rich history and suggests developmental (family) and culturally (social) shaped motivations. Interests reveal what kinds of job titles we “identified” with the most and least

2. Good place to introduce the concepts of norms and differences

3. [Three high blue interests, two more above 80, two very low yellow interest, and three “average/typical” between 20 and 80]

4. 3. Used to introduce interpretation language of “high”, “low”, “average” and motivation and de-motivation – inherent difficulty in assessment language.
5. 4. First introduction to color categories (families) of red, green, blue, and yellow – [very strong interest in the arts, aversion to sales and clerical activities, and fairly strong interest in scientific and outdoor jobs]

6. 5. Leads to Foundation Colors and Grid [Determine whether to emphasize Foundation Colors or Grid based on analysis]

   a. Foundations colors – goal to build face validity

   b. Grid Styles – Self-Others-Interests-Stress – goal to build face validity

      1. Use life style report to answer, “How should I live my life”. The grid is a summary of how you shaped your life to be socially successful. The report reveals the “average of your responses” for self, most and interested categories of questions.

      2. Grid groups responses based on classic personality work-place classifications as doers, talkers, planners and guardians.

      3. Use language of Grid report to clarify self-most-interest-stress concepts. Added value of not only how you see yourself, but points towards your relationship and perception of others – How do I expect most people to act.

      4. Emphasize that each of us perceives (frames, constructs) the behaviors of others differently – tension between “most people see the world as I do” and “my experience is unique”

      5. Interest symbol in grid example – blue interest – location is in the center….high average blue interest – motivation – [prep for insight for reversals] – creative world view – see myself as different (Challenge) and then do for each component “How might strong blue interest be shown in esteem, say what I like directly about art, like people to like my art (acceptance), need structure in artwork and life, confront those who disagree with my interpretation, etc.

      6. How does this interest drive development of interests??

IV. Subjective and Objective Integration – Understanding the Socialization Fundamentals
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Use the summary one sheet to illustrate socialization effect. The chart below represents the thought process we use and typically visually illustrate. To repeat what we stated in the paper: “We have found it helps to think of the “needs” (social expectations) as not discreet points on a scale but rather thermometers that point towards stressful changes in behavior.

If scores are below 50 then under stress the person effectively demonstrated increasing stressful behavior in a more intensive lower direction – 45, 40, 35….1. If scores are above 50 then under stress the person shows behavior that moves in the higher direction of intensity – 55,60,70, 90, 99.

Once this is understood, then a reversal can be visually demonstrated (see below) and confirmed through dialogical confirmation with the client: “Are people surprised when you seem to avoid conflict at all cost and then suddenly “reverse” your behavior and become argumentative, unyielding and angry?” (authority reversal). “Have you found that you will push for deadlines, details, quality and even perfection until you reach a point where you see that the task is hopeless and then you simply give up and throw in the towel?” (structure reversal). A careful review of the chart below should be beneficial.

The key skill here is to validate that the client and others have seem this kind of abrupt change in behavior and that this behavior can make a client “hard to read” or make it “hard to predict how they will act in stressful situations”. If the behavior is not confirmed then the response patterns suggest some other kind of behavior or social expectation that should be surfaced under careful dialogue.”

1. Job related success determined by realistic self appraisal, unbiased appraisal of others, and how you meet performance objectives.

2. Subjective: Birkman emphasizes internal comprehension of self, others and tasks.

3. Objective: Norms for self, others, ideals and culture
4. Feel stress when people do not behave in the way we expect them to….not based on norm but rather self expectations. How I act out…..force creative environment…Emotional-stressful response reveals people are challenging your system of work Values – not value you enough to meet your social needs.

V. Situational Contextualization – based on insight questions and dialogue

1. Context is Social Identity of Self– “How do I make judgments about myself (T/F) in workplace behaviors and how do my judgments reflect me desire to fit in socially, be like others, manage my impressions, put on the best face, etc.

2. Context is Social Identity of Others – “How do I make judgments about how others should act in the work place?”

3. Do my pattern of responses concerning judging myself and my expectations of others follow the pattern of the general population? Reversals and extreme scores reveal what is unique about you.

4. List extreme scores and reversals and interpret (highlight with felt tip scale) – scores above 60 are high and above 90 as very high and scores below 40 are low and below 10 are very low – FOR SOCIAL EXPECTATIONS. For usual score norms vary.

VI. Cultural Comprehension – How do my scores compare with “cultures”.

Self (ethics) – Most (moral) – Ideal (reality?) (objective)

The concept of culture in general and organizational culture specifically has become an important area of comprehension. Much of the old “organizational change” concepts have been reinterpreted within organizational culture theories.

However, in assessment in general and personality specifically, the need for cultural comprehension has always been a key business skill. The reason is simple – how do my responses as [an American] compare with other cultures? Are the scores the same for all languages? All ethnic groups? Are there gender differences? Is there a western bias in the assessment? These are very good questions that have been getting much more attention over the past 10 years or so.
ABOUT ENDEAVOR

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- Corporate Finance

The firm’s 40 year heritage has produced a substantial portfolio of proven methodologies, deep operational insight and broad industry experience. This experience enables our team to quickly understand the dynamics of client companies and markets. Endeavor’s clients span the globe and are typically leaders in their industry.

Gelb Consulting Group, a wholly owned subsidiary, monitors organizational performance and designs winning marketing strategies. Gelb helps organizations focus their marketing initiatives by fully understanding customer needs through proven strategic frameworks to guide marketing strategies, build trusted brands, deliver exceptional experiences and launch new products.

Our websites:
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