

# STEPHEN REAVES

## Your job search

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The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

### *SECTION 1: Approaching your job search*

- Directly ask those you know for networking contacts
- Use your broad network of friends to make further contacts with people who may be able to help you
- Use your organizing approach and follow a structured plan as you pursue your job search
- If possible, actively start your job search as soon as you can
- Your usual feelings of confidence can be useful both in networking and interviewing
- Talk about your feelings to friends, so that you diffuse your emotions before you begin networking or interviewing
- You'll feel you're achieving most if you pursue several different lines of inquiry at the same time
- Take your time over more complex aspects of your search if that is appropriate

### *SECTION 2: When the job search becomes stressful*

- Your job search can make you feel self-conscious or foolish because you are out of work and other people are not
- Sometimes it can be hard for you to follow the plans you made for your job search
- You have a tendency to focus too much on what the job pays and not enough on things like work conditions
- When the job search gets hard, you can simply run out of steam
- The loss of your job, or difficulties in finding another, can unexpectedly cause you to lose all self-confidence
- It can be easy for you to start to see the very worst side of your situation and to feel very low

[ ] You can find it hard to sit still and concentrate on what you committed to do, because it's easier to keep trying something new

[ ] Particularly when you're under stress, you can find it hard to commit to a decision

### *SECTION 3: Finding and developing a support group and/or process*

[ ] You need support from understanding, close friends who will listen to you

[ ] Use an outline plan for your job search which you can refine as you go along

[ ] Don't be afraid to avail yourself of resources which can give you a competitive edge in the job marketplace

[ ] Map out periods of time when you can relax completely and forget about your job search for a while

[ ] Stick around people who encourage you to think in positive terms

[ ] Find friends who will allow you to talk about the way you feel -- it's an effective way of getting rid of negative emotions

[ ] Introduce plenty of variety into your schedule as you look for work -- it keeps you alert and interested

[ ] Find supporters who will talk matters over with you when tough decisions have to be made

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# STEPHEN REAVES

## How to talk to him

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The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

- Be careful to show him the appropriate respect. Don't be too abrupt
- Where possible, present the big idea first and then wait for a response before offering more detail
- Don't be afraid to disagree openly with him as long as he appears to be relishing active debate
- If there is a financial component to your discussions, emphasize it freely, particularly where he will benefit personally
- Be prepared to talk the matter over in a few short sessions rather than one intensive meeting
- Try and frame the matter under discussion as something that is achievable. Show him that you believe he can succeed
- Asking him how he feels about the matter under discussion can generate more cooperation and yield significant insights
- If he seems to want to talk about secondary matters, let him
- Encourage him to think "outside the box" if you really want to engage his attention
- Don't press for him to come to any conclusions in your first encounter. Let the matter settle, and arrange a subsequent conversation

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# STEPHEN REAVES

## How he handles other people

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The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

### *SECTION 1: When he is at his best*

- Is typically direct and straightforward -- tends to get to the point
- Relates well to people socially, and enjoys dealing with others in larger groups
- Structured in his approach to situations: presents his outline point by point, with at least some focus on detail issues
- Tends to exercise authority naturally -- generally gives direct orders as much as he may seek a consensus from others
- Physically energetic; brings an emphasis on direct action to most issues, and seeks a similar approach from others
- Thinks in terms of success -- his own and others'. Prefers to set reasonably demanding but nevertheless achievable goals
- Aware of his own feelings and those of others; aware of the extent to which feelings can affect performance
- Likes to have plenty of variety in his routine; likely to expect others to be able to handle more than one issue at once
- A thoughtful decision-maker, sometimes even cautious -- prefers to outline issues for further consideration, rather than imposing or urging a rapid decision

### *SECTION 2: His less effective approach*

- Can get his feelings hurt or become over-sensitive to real or imagined criticism
- May downplay the need for a structured approach, ignore necessary detail, or fail to give others sufficient structured guidance
- Can become more domineering than he realizes; may take others' silence for consent, when in fact they are intimidated

[ ] Can become over-competitive, to the extent that the need to win can be more important than a solution that benefits all

[ ] Can lose energy, particularly in the face of demanding or gruelling tasks; inclined to substitute further thinking for direct action

[ ] May be inclined to blame others, or find excuses for himself, when success proves elusive; sometimes can seem to be more focused on appearances than on realities, particularly unpleasant realities

[ ] Sometimes inclined to magnify issues because of his own level of emotionality; can find himself handicapped by his negative feelings

[ ] Can sometimes be too inclined to deal with too many issues at once, or to focus unduly on secondary matters whose relevance is doubtful

[ ] Can underestimate the extent to which his liking for the unconventional or unorthodox can trouble other people; sometimes inclined to say or do something unusual merely for effect

[ ] Can direct others to defer decisions, sometimes unnecessarily, because he is concerned that additional pertinent information may be found, or that some minor issues have been overlooked

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# STEPHEN REAVES

## Organizational fit

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Is more effective when able to work outside the classic management hierarchy; has a management style more typical of the smaller or decentralized organization

Responds well to formal training in management techniques

Tends to be motivated primarily by the inherent interest he has in work or in its results, rather than by work for its own sake

Something of a free spirit; may be less predictable than other people in terms of his response to the corporate "line" and more inclined to follow his own way of thinking

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# STEPHEN REAVES

## Some basic information about you

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[ ] Your answers to the Questionnaire show that you enjoy tasks in a number of different areas. It is likely that you will enjoy being a "generalist" rather than a specialist in a given area of work; and it is also possible that you may find it harder to determine exactly what career path you should follow because of your wide range of interests

[ ] Generally, you exercise a natural authority; you usually enjoy and value competition, and you like to direct your attention to several matters at the same time rather than focusing closely on one issue

[ ] You feel most at ease in an environment which offers emotional support when necessary, and where individual initiative is considered more valuable than merely following rules and procedures

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# STEPHEN REAVES

## His challenges

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- Too easily hurt by insensitive remarks
  - Tends to undervalue following a planned approach
  - Becomes domineering, even aggressive
  - Too tempted by short-term payoffs and by winning at any price
  - Loses energy, is tempted to find the easy way out
  - Over-confidence can lead to personal face-saving when things go wrong
  - Can see the worst possibilities, tends towards negative feelings
  - Finds it hard to concentrate, is too easily distracted
  - Too inclined to be different for its own sake
  - Delays decision-making unnecessarily, over-complicates decisions
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# STEPHEN REAVES

## Understanding the Components

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The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

### SECTION A: Components: Usual: Comments

- [ ] Frank, direct and straightforward when relating to others one-on-one. Likely to be a problem only if he is dealing consistently with more sensitive individuals *Esteem Usual L*
- [ ] Friendly, meets people easily, probably at ease in meetings and group settings. Can therefore find it difficult to relate to less sociable people *Acceptance Usual H*
- [ ] Structured, organized, thinks in terms of sequence and precedent. May find it difficult to relate to those who are more flexible or unstructured in approach *Structure Usual H*
- [ ] Naturally authoritative, seeks active debate and discussion, likes to direct and exercise authority. This generally effective style can sometimes be overpowering for those who prefer low-key direction *Authority Usual H*
- [ ] High level of physical energy; likes to be actively involved; sees direct action as the solution to most problems. It's a style that can verge on micro-managing, or finding it difficult to leave well enough alone, particularly in the eyes of people with less energy *Activity Usual H*
- [ ] Generally self-confident; at ease with most people; thinks in terms of his personal success and the success of those he interacts with. If he works with people who score very differently from him, may be seen as underestimating difficulties, or being too concerned over appearances rather than reality *Challenge Usual L*
- [ ] **Significantly more subjective than most other people** (average score is about 30). Freely expresses his feelings; understands that supposed "facts" are generally strongly influenced by people's emotions; willing to take his own feelings and the feelings of others into account when dealing with problems. May sometimes be over-subjective *Empathy Usual H*
- [ ] **More change-oriented than most people** (average score is about 30). Likes to work on several issues simultaneously, and able to move between them with ease. Enjoys introducing change and novelty into his own routine and the routine of others, and can therefore sometimes be seen as lacking focus *Change Usual H*

[ ] **Significantly more at home with ambiguity than most people are** (average score is about 30). Able to see complexities in issues which may elude other people; prefers to take time to consider secondary or more obscure elements in decision-making; may appear to make a decision but then revisit and perhaps revise it subsequently. This can be an effective style, but can sometimes be viewed as too slow by some people *Thought Usual H*

### **SECTION B: Components: Need: Comments**

[ ] Needs to feel the genuine respect of key individuals; may sometimes feel slighted if people are too direct or terse in one-on-one encounters *Esteem Need H*

[ ] Prefers to be given a general outline of a situation or project rather than close detail; can become pressured if required to adhere to structured procedures *Structure Need L*

[ ] Needs to feel that someone is "in command" -- either him or some other authority figure. Can feel uneasy in the presence of an authority vacuum, or in situations where no one person appears to be in charge *Authority Need H*

[ ] Stimulated by a competitive environment that directly rewards individual success; less at home where team members are supposed to work together for general benefit *Advantage Need H*

[ ] Prefers to be loosely scheduled, where he is free to some extent to determine the pace of work; can find things difficult if he is consistently heavily scheduled. Needs time to relax and reflect *Activity Need L*

[ ] Needs to be given tasks and responsibilities which, while reasonably demanding, can nevertheless be achieved. Responds well to situations which will permit him to extend his track record of success *Challenge Need L*

[ ] Most comfortable when given appropriate opportunities to talk about how he feels. Needs to feel that his environment offers emotional support *Empathy Need H*

[ ] Is stimulated by being in an environment that offers change and novelty, plenty of different kinds of tasks to perform, and the opportunity to move from task to task if he wishes to do so *Change Need H*

[ ] Can feel stimulated by an environment that features new and unorthodox ideas, and provides opportunities for creative, even unconventional approaches and methods *Freedom Need H*

[ ] Most comfortable when others are not pushing him for a fast decision; needs to be given time particularly for more complex or involved decisions *Thought Need H*

### **SECTION C: Components: Stress: Comments**



- [ ] May become over-sensitive to real or imagined criticism; may feel or appear embarrassed by his errors or mistakes, even if these are trivial *Esteem Stress H*
- [ ] Can become disorganized; may move from one short-term approach to another, without much semblance of any plan being evident *Structure Stress L*
- [ ] Can become domineering and may appear threatening to less authoritarian people; too tempted to take over if he believes there is lack of necessary leadership *Authority Stress H*
- [ ] Can become too willing to win at any price; may appear over-calculating or money-focused; can be unaware of the extent to which this overt competitiveness can alienate others *Advantage Stress H*
- [ ] Can lose energy and begin to defer actions which must be taken now; sometimes too inclined to reflection when the schedule requires an immediate response *Activity Stress L*
- [ ] Inclined to blame others rather than himself when things go wrong; sometimes inclined to over-publicize minor achievements or worry too much about making things "look good"; may handle major setbacks poorly unless significant emotional support is offered *Challenge Stress L*
- [ ] Prone to become over-emotional when under pressure; magnifies difficulties; finds it hard to distinguish between facts and the way he feels about those facts *Empathy Stress H*
- [ ] May become easily distracted; can find concentration hard; inclined to drop one task and pick up another on the basis of seeking diversion rather than dealing with the task at hand *Change Stress H*
- [ ] May begin to espouse new and unorthodox ideas simply for their own sake; can be dismissive of people with a more conventional approach; may say or do unconventional things merely to see their effect on "ordinary people" *Freedom Stress H*
- [ ] Can defer decisions over and over in the hope of further information which will clarify matters; may hesitantly "decide" first one way and then another; fears committing to a decision for which he will be responsible *Thought Stress H*

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# STEPHEN REAVES

## How he seeks to influence others

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### *Effective approach*

- Talks directly to people in one-on-one encounters, believing that this demonstrates his respect for them
- Understands and enlists the power of group dynamics; understands that he can be more effective if he can influence popular opinion
- Believes that outlining a structured plan and getting others to buy into it is the most effective approach
- Uses his natural authority to command the attention and agreement of others
- Tends to offer an idea in terms of key actions steps and seeks agreement on those
- Generally confident in presentation: focuses on the likelihood of success and the achievability of the goal
- Presents ideas by appealing to others' emotions as well as their experience and expertise
- Likes to emphasize a variety of approaches to and benefits of the idea he is promoting
- Willing to let others examine issues critically; understands that some people like to be more cautious in the face of ambiguity

### *Less effective approach*

- May become over-sensitive: can misread the responses of key individuals, believing that there is covert opposition where in fact there is none
- When his attempts to influence others run into problems, he can be too inclined to abandon a structured presentation of his ideas in favor of poorly thought-out improvisation
- Can see disagreement as a challenge to his authority: can become domineering, seeing criticism as a threat to his "turf" or personal authority
- Can be seen by others as more interested in establishing a competitive environment than a team atmosphere

- [ ] Can lose energy in the face of opposition: may be inclined to withdraw and "think the matter over" rather than press for action from others
- [ ] Can under-estimate the extent to which failure may demotivate others, and therefore can be seen as too facile when he talks about the likelihood of success
- [ ] May worry overmuch, without realizing that these emotional reservations can color others' thinking as well as his own
- [ ] Can let his attention wander: inclined to follow others' focus on side issues, to the detriment of the main idea
- [ ] Can sometimes increase other people's resistance by being too unorthodox
- [ ] Can become distracted by the finer points of the matter at hand instead of asking for a yes-no commitment

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# STEPHEN REAVES

## Career Focus

	Name	Description	Score
[ ]	<b>Management</b>	Planning, directing, and coordinating high-level activities within an organization. Duties may include managing personnel, creating budgets, developing and implementing strategies, creating organizational policies, and supervising company operations. These managerial functions are similar in nature across various industries and fields (e.g. engineering, sales, human resources, medical).	<b>9</b>
[ ]	<b>Computer &amp; Mathematical Science</b>	Designing, developing, and maintaining databases, software, hardware, networks, and other information/logic systems. Duties may include collecting/organizing data, computer programming, providing technical support, web design, and configuring communication systems, among other data-driven functions.	<b>9</b>
[ ]	<b>Farming, Fishing, &amp; Forestry</b>	Performing various outdoor activities related to agriculture, horticulture, aquaculture, and/or forestry. Duties may include attending to live farm, ranch, or aquacultural animals, planting, cultivating, and harvesting crops, hunting and trapping wild animals, developing, maintaining, or protecting forested areas and woodlands, and/or cutting, sorting, and grading trees for multiple uses.	<b>9</b>
[ ]	<b>Sales &amp; Related</b>	Selling goods or services to a wide range of customers across various industries. Duties may include selling retail, appliances, furniture, auto parts, medical services, insurance, real estate, financial or consulting services, securities and commodities, as well as other products/services.	<b>9</b>
[ ]	<b>Protective Service</b>	Serving and protecting the best interests of the community, environment, and/or individuals, adhering to federal, state, and local laws. Duties may include investigating criminal cases, regulating traffic and crowds, fire fighting, ticketing/arresting perpetrators, inspecting baggage or cargo, responding to emergency situations, patrolling designated areas, guarding establishments, and providing other security measures.	<b>7</b>
[ ]	<b>Education, Training, &amp; Library</b>	Teaching/training individuals or groups of people academic, social, or other formative skills using various techniques/methods. Duties may include instructing children, adolescents, adults, individuals with special needs, or other specific samples within a formal or informal setting, creating instructional materials and educational content, and providing necessary learning resources.	<b>7</b>
[ ]	<b>Installation, Maintenance, &amp; Repair</b>	Performing hands-on work functions related to the installation, maintenance, and repair of various machinery, systems, vehicles, and other serviceable equipment. Duties may include diagnosing, adjusting, servicing, and overhauling engines, telecommunications and/or security systems, heating, vacuuming, and air-conditioning units, and electronics.	<b>7</b>

[ ]	<b>Business &amp; Finance</b>	Analyzing and evaluating business/financial information for the purposes of documenting, making recommendations and/or ensuring adherence to business protocol. Duties may include preparing financial reports, developing investment strategies, analyzing general business trends, or assessing risk/liability, to streamline the operations of an organization.	<b>7</b>
[ ]	<b>Community &amp; Social Services</b>	Counseling, rehabilitating, and/or supporting social and psychological matters of individuals, groups, or communities. Duties may include helping individuals maximize their mental and emotional well-being, cope with addictions, and lead healthy lifestyles, as well as providing spiritual, moral, or vocational guidance.	<b>7</b>
[ ]	<b>Production</b>	Producing, creating, and/or manufacturing a variety of products (e.g., food, lumber, electrical equipment, fabrics, metals, plastics, stones, fuel) through the operating of specialized tools and/or equipment. Duties may include baking pastries, binding books, cutting, shaping, and assembling furniture, assembling electronics, shaping molten glass, fabricating jewelry, welding metal components, among other specific production tasks.	<b>6</b>
[ ]	<b>Food Preparation &amp; Serving-Related</b>	Preparing and cooking foods and/or serving patrons in dining establishments or other settings. Duties may include checking food quality, mixing drinks/ingredients, cleaning dishware, taking orders, planning menus, and other food/serving-related functions.	<b>6</b>
[ ]	<b>Arts, Design, Sports, Media, &amp; Entertainment</b>	Creating and/or expressing ideas or demonstrating talents through various media for entertainment, informational, or instructional purposes. Duties may include acting, dancing, singing, designing graphics, operating media equipment, translating text, writing literature, producing/directing movies or plays, public speaking, radio announcing, competing in sporting events, news reporting, among other specific functions within the media.	<b>6</b>
[ ]	<b>Construction &amp; Extraction</b>	Performing hands-on work functions related to the building of structures or the removal of materials from natural settings for use in construction or other applications. Duties may include bricklaying, carpentry, masonry, roofing, plumbing, inspecting integrity of structures according to building codes, mining, drilling, and disposal of construction by-products, using specialized tools and equipment.	<b>5</b>
[ ]	<b>Office &amp; Administrative Support</b>	Providing clerical support within an organization. Duties may include preparing statements, tracking accounts, record keeping, bill collecting, making phone calls, scheduling appointments, entering data, providing customer service, ordering and tracking inventory, handling monetary transactions, among other administrative support tasks.	<b>5</b>
[ ]	<b>Engineering &amp; Architecture</b>	Applying principles and technology of chemistry, physics, and other scientific disciplines into the planning, designing, and overseeing of physical systems and processes. Duties may include creating, testing, developing, and maintaining tools, machines, electrical equipment, buildings/structures, or other physical entities.	<b>4</b>
[ ]	<b>Healthcare Support</b>	Providing support functions in the healthcare field. Duties may include assisting physicians with patient care and treatment, rehabilitation, record keeping, transcription, and other routine medical functions.	<b>2</b>

[ ]	<b>Building/Grounds Cleaning &amp; Maintenance</b>	Cleaning and maintaining hotels, hospitals, offices, and other establishments, as well as landscapes. Duties may include groundskeeping, planting trees, watering plants, housekeeping, washing windows, vacuuming, exterminating pests, among other cleaning and maintenance tasks.	<b>2</b>
[ ]	<b>Life, Physical, &amp; Social Science</b>	Applying scientific knowledge and expertise to specific life, physical, or social science domains. Duties may include researching, collecting/analyzing qualitative and quantitative data, conducting experimental studies, devising methods to apply laws and theories to industry and other fields (e.g., mental health, agriculture, chemistry, meteorology, plant and animal life, human behavior and culture).	<b>2</b>
[ ]	<b>Personal Care &amp; Service</b>	Providing personal assistance, care, and services to individuals in various contexts. Duties may include attending to children, caring for the elderly or disabled, coordinating tourist travel, ensuring safety and comfort to travelers, providing cosmetic services, coordinating recreational activities for residential facilities, as well as other personal care and service tasks.	<b>2</b>
[ ]	<b>Healthcare Practitioner &amp; Technician</b>	Providing medical care and treatment in an effort to achieve optimal mental and physical patient well-being. Duties may include assessing patient health, diagnosing illnesses, performing surgery, prescribing medication, implementing prevention strategies, conducting/reviewing laboratory diagnostics, and supervising medical support staff. Most of these occupations require a graduate education.	<b>1</b>
[ ]	<b>Transportation &amp; Material Moving</b>	Piloting, driving, operating, or navigating transport vehicles or material moving machinery (e.g., aircraft, automobiles, water vessels, construction cranes, locomotives, tractors). Duties include flying commercial airplanes, directing air traffic, driving public or school buses, taxis, trucks, ambulances, commanding motor-driven boats, inspecting freight and cargo, conducting trains, operating forklifts, among other transportation and material moving tasks.	<b>1</b>
[ ]	<b>Legal</b>	Researching, litigating, and documenting matters relating to the law, specializing in litigation, arbitration, transcription, investigation, or negotiation of legal issues. Duties may include representing clients in legal proceedings, examining legal statutes, documenting agreements, drafting contracts, investigating cases, and transcribing hearings.	<b>1</b>

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# STEPHEN REAVES

## How he approaches job interviews

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The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

### *SECTION A: When he is at his best in the interview*

- Responds directly and unselfconsciously to questions
- At ease with a team of interviewers, or with an interviewer he has never met before
- Most comfortable when the interview follows a structured format rather than being casual or informal
- Not afraid to express his differences with the interviewer
- Likely to come across in the interview process as an energetic candidate
- More likely to talk about his successes than his failures in the interview process. Tends to interview well
- He is in touch with his emotions, and this subjective openness may well be apparent in the interview
- May well address two or more topics at the same time during the interview process
- Able to see both sides of many questions, so can be tolerant of viewpoints different from his own

### *SECTION B: When he is less at ease in the interview*

- Can appear ill-at-ease if he feels he is being treated with insufficient respect; can have his feelings hurt
- May lose his bearings, particularly when engaged in a formal question/answer interview process
- May become unexpectedly domineering, particularly if annoyed by some aspect of the interview
- May appear over-eager when money matters are raised
- May tire if the interview process is extended

- May be inclined to gloss over his failures when asked directly about them
- May display personal emotion if he gets under pressure
- May start addressing another topic before fully answering the question that was asked
- May sometimes be tempted to say something unconventional when feeling pressured
- May be too hesitant to express a definite opinion

### *SECTION C: Preparing for the interview*

Practicing with a friend before an interview is an excellent idea. If he does this, he should ask his friend to watch particularly for the potential issues listed here

- He should be prepared for an interviewer to be terse some of the time
- He should be ready to deal with a structured interviewing process
- He needs to keep calm even if he feels provoked in some way during the interview process
- He should be careful not to appear more interested in remuneration issues than anything else
- He should get as much rest as possible before the day of the interview to avoid the appearance of fatigue
- He should be prepared to concede that he has made mistakes and to talk about them, even while emphasizing his track record of success
- He should discuss his hopes and fears surrounding the interview with someone close beforehand, so that those feelings don't adversely affect him during the interview
- He should remember to stay focused on the question he has been asked, instead of giving secondary and perhaps irrelevant details
- He should beware of saying something idiosyncratic when he is caught off-guard during the interview
- He should be ready to say, "That's a question that really requires some thought" instead of sitting in silence when a complex question is asked

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# STEPHEN REAVES

## The effect of interests on work

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- Has an above-average affinity for numbers. Work in the area of computers or financial services and products would be worth exploring
- Shows interest in administrative activities, so administrative positions should obviously be considered
- Has the classic interest pattern of the person who works in administrative areas, particularly in the areas of banking, accounting, and financial services
- Has above-average interest in promoting ideas, products, or services
- Has an unusual combination of promotional interest and an affinity for number. Might be effective in pre-sales or post-sales work; selling financial products or services; or positions which involve some accounting work with selling activities
- Has an unusual combination of promotional interest and an affinity for administrative work. Might be effective in organizing pre-sales or post-sales activities; selling administratively-oriented products or services such as databases or computer-based services; or positions which involve some administration work with selling activities
- Has a marked orientation towards the contrasting areas of promotion and administration/accounting. This is sufficiently unusual that he may be unable to decide between these two broad areas. Positions which capitalize on both areas should be considered: sales of administrative or accounting products or services; financially-oriented positions with a sales component, etc.
- High degree of interest in musical areas. His work (or avocation) should ideally have some artistic component to it -- preferably to do with music or the spoken word -- if he is to avoid boredom. Musical hobbies are likely to offer some balance
- Interested in how things are put together. This is the classic interest pattern of the engineer, construction worker, or of anyone in hands-on environments. Even if work is not chosen in these fields, he should choose some position with a strong practical element to it

- [ ] Likely to enjoy "behind the scenes" work in engineering, construction, or similar fields, because of his liking for practical tasks which require mastery of numbers
- [ ] May be drawn to administrative work in practical environments: engineering, construction, or even enforcement
- [ ] Unusually high level of interest in selling or promotional activities, given his overall interests
- [ ] Has a stronger grasp of mechanical processes than most people who share his interests
- [ ] More attuned to working with numbers than people who share his general interests
- [ ] More focused on organizing or on systems than people might expect from his other interests
- [ ] More sensitive to auditory stimulus than people might think; this may show itself in terms of creativity or inventiveness
- [ ] Has a wide mix of interests, which may open up broader work options, but which may make it harder for him to feel at home in any one position
- [ ] Little interest in the visual arts
- [ ] Not likely to be interested in positions which involve reading or writing

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# STEPHEN REAVES

## Your strengths

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The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

- People-focused and service-focused; you think in terms of providing people with the products or services they need and can use
- Systematic and procedure-oriented; you think in terms of putting together a system or set of procedures that are efficient and that work
- You like influencing people directly, persuading them to your point of view or training them
- You like getting things done, including dealing with hands-on problems or situations
- You enjoy working with numbers, or being involved with tasks that involve the use or manipulation of numbers
- You like working with systems -- this may involve computers and databases, filing systems, or positions which involve introducing or following procedures to increase efficiency
- You respond well to sound, and therefore you are interested in music, the spoken word, or any media which have an audio component to them
- You are straightforward and find it fairly easy to speak your mind, even with superiors
- You meet people easily and relate well to others when they are involved in group activities
- You're structured and organized in your thinking and approach, and you bring these tendencies to the work you do
- You tend to be something of a natural authority figure; you can take charge when there seems to be a lack of leadership
- You have a high energy level, and like to be busy doing things rather than thinking about them
- You're self-confident, and you know how to make that self-confidence inspire those you work with
- You understand and relate well to others' feelings, and you're aware of the extent to which these can affect performance both positively and negatively

[ ] You like to have plenty of variety in your work, and to have more than one task to do at a time

[ ] You can handle ambiguous situations well, where the best answer may be less obvious or buried in important details

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# STEPHEN REAVES

## His management style

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- There are few areas of management where he feels ill-at-ease
  - Not by nature a strategic manager, but otherwise shows overall management strengths
  - Classic leader/delegator, rather than an expert who works alone or heads up a small team
- 

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# STEPHEN REAVES

## His leadership style

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- Finds it easy to be direct and to the point with others, but needs to feel that he has your respect
  - Leads most effectively when imposing a definite plan on others, though he will respond poorly if you do the same to him
  - Strongly directive and commanding, needing to see a similarly authoritative figure in you
  - Emphasizes hands-on action when leading, but does not care to be pushed too strongly in that direction by you
  - Comes across as a confident leader; expects support and approval from you rather than demands or criticism of his performance
  - A reflective leader, at home in ambiguous or complex situations
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# STEPHEN REAVES

## What kind of team player is he?

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Values the contribution of key individuals and looks to them for support

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# STEPHEN REAVES

## Motivating for best performance

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The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

- May respond better to general rather than specialized management tasks
- It may work well to place him in situations that require strength in both interaction with people and oversight of systems
- Responds readily to opportunities to influence others directly
- Motivated by hands-on opportunities
- Motivated by tasks involving numbers or statistics
- Enjoys systematic tasks
- Likes projects which involve the spoken word or which have an auditory component
- Needs to feel genuine respect and support from key players
- To get the best from him, impose a minimum of rules and procedures
- Most effective when directed by someone he sees as a natural authority figure
- Considerably self-motivated by incentives directly linked to his performance
- Is more self-motivated when permitted to schedule himself
- Needs to feel self-confident about tasks that he may take on if he is to feel strongly motivated
- Offer emotional support if he seems reluctant to perform
- Make sure he has different tasks to work on
- Allow him to be a little unorthodox on occasion
- Don't force him to make fast decisions

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# STEPHEN REAVES

## The job search: Your strengths

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- Systematic and procedure-oriented; you think in terms of putting together a system or set of procedures that are efficient and that work
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- You meet people easily and relate well to others when they are involved in group activities
- You're structured and organized in your thinking and approach, and you bring these tendencies to the work you do
- You tend to be something of a natural authority figure; you can take charge when there seems to be a lack of leadership
- You have a high energy level, and like to be busy doing things rather than thinking about them
- You're self-confident, and you know how to make that self-confidence inspire those you work with
- You understand and relate well to others' feelings, and you're aware of the extent to which these can affect performance both positively and negatively

[ ] You like to have plenty of variety in your work, and to have more than one task to do at a time

[ ] You can handle ambiguous situations well, where the best answer may be less obvious or buried in important details

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# STEPHEN REAVES

## Relational disrupters

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The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

### *SECTION A: How you may upset others without intending to do so*

- You can be direct and straightforward in one-on-one encounters, and this can upset some co-workers who prefer you be more diplomatic
- You're friendly and work well with larger groups, and this may cause you to overlook the fact that some co-workers may respond better if you approach them individually or in smaller groups
- You're organized and detail-oriented, and some co-workers don't need as much structure as you may bring to your interactions with them
- You're a natural authority figure, and you can appear more domineering or threatening to quieter co-workers than you may realize
- You're naturally energetic, and therefore you may sometimes be tempted to over-schedule your co-workers
- You think in terms of success -- for you and for your co-workers -- but some associates can see these supposed "successes" as lacking any real significance
- Feelings are important to you, but some co-workers may prefer that you focus more on the facts of the situation
- You are able to multitask fairly easily, and some co-workers may need more time to focus their attentions than you realize
- You like to think things over before making a decision, particularly important decisions, and co-workers who are more decisive can find that hard to deal with

### *SECTION B: How others may unintentionally annoy you*

- It can be easy for you to see frankness in others as meaning that they lack respect for you
- You may become annoyed when co-workers go into what you regard as unnecessary detail, or seem incapable of "thinking outside the box"

- [ ] You can think that co-workers who prefer to use guidance rather than commands or orders are ineffective at directing others
- [ ] People who talk a great deal about abstract matters like ideals or generalized benefits can make you suspicious of their motives
- [ ] When others give you a demanding schedule too frequently, you can begin to feel tired and may defer even necessary actions
- [ ] Co-workers who are too self-critical or over-analytic can puzzle you -- why don't they simply look at things in a more positive light?
- [ ] Your feelings can be hurt more easily than many co-workers realize
- [ ] Tasks you're given which require constant, unremitting focus can make you feel bored or impatient
- [ ] You can become impatient with co-workers who are too conventional in their thinking or who appear to be risk-averse
- [ ] You can become frustrated with co-workers who are impulsive or who fail to give sufficient thought to difficult matters

*SECTION C: Avoiding "derailers" and becoming more effective*

- [ ] **Give your more direct and forthright co-workers the benefit of the doubt** if they say something that you assume is disrespectful. Say to them, "Tell me that again, but go a little easier on me"
- [ ] **Understand that some co-workers need to talk about details.** If these are superfluous, say, "I'll give you three minutes to cover the detail issues" and then move on
- [ ] **Rein yourself in over authority issues.** Learn daily which situations can benefit from asking, "What do the rest of you think?" Learn to be patient with those who find it hard to speak up
- [ ] **Channel your underlying competitiveness appropriately.** Be clear in your own mind which projects benefit from co-workers thinking competitively and which projects really require a team effort
- [ ] **Give 101%** on those occasions which require it, even though you may be very tired afterwards

- [ ] **Don't over-emphasize successes -- and in particular, don't talk about your own.** Make a big deal of the real successes, and always credit your personal success to your co-workers
- [ ] **Talk out your feelings with a person you can trust.** When co-workers do something that triggers an emotional response in you, tell the person you trust instead of allowing your emotions to run away with you. Learn to do this routinely
- [ ] **Let your co-workers focus on the task at hand where possible.** Don't interrupt them unnecessarily, even though you may be tempted to do so
- [ ] **Watch what you say** when you're tempted to say something unconventional. Particularly under pressure, you can say things that some co-workers may regard as eccentric. Conform to others' expectations where you can -- express your individuality somewhere else!
- [ ] **Don't insist on extended discussions** just for the sake of it. Allow quick decisions on less important issues; this will allow you to say "This is something that really needs thinking about" when important or complex matters arise

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# STEPHEN REAVES

## Handling Conflict

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The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

### SECTION A: His effective approach to handling conflict

- Engages directly with key players, instead of attempting to avoid the issue
- Generally prefers that conflict issues be handled openly in meetings
- Prefers to take a structured or step-by-step approach to dealing with conflict
- A naturally authoritative person, he finds it easy to direct conflict situations, even if other people try to dominate
- Sees action rather than reflection as the key to solving conflict issues
- Believes that the best solution to conflict situations is one that enables people to feel good about themselves; it's important to him that his role in this be seen as one of success
- Believes that allowing people to air their feelings is a key issue in resolving conflict
- He believes that it's often the secondary issues that cause conflict, and he likes to investigate those
- Understands that conflicts can't always be resolved easily, particularly when the issues are complex or ambiguous

### SECTION B: His less effective approach

- If people are too forthright with him, he can focus more on his hurt feelings than the conflict issues
- If he is involved in some formal conflict management process, he can be tempted to abandon it and try less organized approaches
- Can become domineering, dealing with others by attempting to dominate rather than engage constructively with other people
- Conflict can become an opportunity for him to win, perhaps at the expense of others
- Particularly in the face of ongoing conflict, can begin to lose energy or over-think the issue



- [ ] It can become hard for him to acknowledge his own role in creating conflict to begin with, and too easy for him to blame others
- [ ] His feelings, particularly negative feelings, can impede his ability to deal effectively with conflict
- [ ] Secondary or less relevant issues can start to assume a disproportionately large importance
- [ ] Can fail to see how his less orthodox approaches to conflict resolution can trouble more conventional thinkers
- [ ] Under pressure, can begin to see ambiguity in what are fundamentally simple issues

### SECTION C: Increasing his effectiveness

- [ ] Suggest that he get advice and input from at least one key person who understands his need to feel respected
- [ ] Don't push him to come up with a structured approach for dealing with a particular conflict. Ask only for a broad outline
- [ ] Make it quite clear to him who is "in charge"
- [ ] Encourage his competitiveness, to the extent that this can be useful in dealing with the conflict issue at hand
- [ ] Let him set aside a period of time to get away from the issue, mentally and physically
- [ ] Where practical, allow him to see the issue in terms of the potential for his success
- [ ] Encourage him to find someone who is not directly involved and tell that person about his feelings, particularly the negative ones
- [ ] When his attention wanders, encourage him to work on something else for a while
- [ ] Encourage him to come up with unusual solutions; considering them doesn't mean they have to be adopted
- [ ] Give him time to consider matters where possible; his decision-making tends to be more effective if he is not rushed

# STEPHEN REAVES

## Accountability

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The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

### *SECTION A: How he encourages accountability in others*

- Has a broad view of accountability; may see it variously in terms of strategic or tactical achievement, as a function of the involvement of people or the use of systems to keep others accountable, depending on circumstances
- Tends to be direct and straightforward with people when asking for accountability
- Understands and capitalizes on the advantages of addressing issues of accountability with larger groups of people
- Inclined to take a structured approach to requesting or enforcing accountability
- Not afraid to use his natural authority when seeking accountability in others
- Believes that accountability means taking appropriate action; not inclined to sit back and reflect when carrying out his responsibilities
- Views accountability as a necessary component of personal and group achievement rather than valuing it for itself; may hold others to a reasonable rather than an over-demanding standard; tolerant of the fact that others may not achieve as much as he does
- Sees accountability as primarily a function of the way people relate to and feel about their responsibilities, rather than what the nature of those responsibilities may be
- Takes a thoughtful approach to issues of accountability; believes that often these issues are not as simple as they may first appear
- More inclined to concern himself over matters which relate to his work as a manager; less likely to involve himself in issues which are more mundane, even if they are important to the project at hand
- There may be occasions in which he finds it difficult to follow through on his responsibilities, even though he knows he should take care of them

### *SECTION B: How to encourage accountability in him*



- [ ] Be sure he understands that you respect him, even if you have to talk about delicate issues
- [ ] Discussing his responsibilities in broader terms is likely to achieve more than focusing on details
- [ ] It's usually all right to be fairly forceful with him -- he respects natural authority figures
- [ ] Point out to him that he is likely to benefit personally from meeting his responsibilities where this is the case
- [ ] Give him time to act; expect that he may think matters through before acting on his responsibilities
- [ ] Talk about accountability in terms of the image it projects of personal competence and success -- particularly his
- [ ] Listen carefully for hints that his emotions are involved in his determination of his responsibilities, particularly if these feelings are negative. Encourage him to talk about them
- [ ] Let him use you as a sounding board for matters which are more complex; understand that he sometimes needs to talk these things through in order to handle more ambiguous issues

*SECTION C: When things go wrong*

- [ ] Can become over-sensitive to criticisms of his handling of his responsibilities
- [ ] Can overlook details and become disorganized, particularly under pressure
- [ ] May become domineering or provocative when discussing accountability issues
- [ ] When under stress, may be too inclined to take a "what's in it for me" attitude
- [ ] When he is feeling pressure, there can be a temptation to put things off instead of taking vigorous action
- [ ] May be inclined to blame others for failures that are at least to some extent his responsibility
- [ ] Can worry about his responsibilities, sometimes to the extent that these concerns inhibit any action
- [ ] Under stress, he can find it hard to be decisive, or can change his mind several times after having in principle made a decision

[ ] May find it hard to take responsibility for matters which are not particularly interesting to him

[ ] In very stressful situations, may be driven to avoid his responsibilities because of issues over which he believes he has no control

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