

PREFERRED WORK STYLES

CORPORATE STYLES

Corporate Styles identify your motivational style when working in business and industry. Birkman has identified three important factors: Work Motivation, Self-Development, and Corporate Adaptability.

Work Motivation describes your attitude towards work .- what motivates you to work. People who score high (7 or above) seem to enjoy work for its own sake and have a tendency to work well for others, exhibiting responsible attitudes toward work rules and assigned functions. People with lower scores need to have an interest or a buy-in in their work in order to get motivated. They need to see the value in the work being assigned to them. It is important to note that good managers score low as well as high on Work Motivation.

Self-Development measures how much you prefer to learn, advance and develop. A score of 7 or above shows a strong desire to learn skills in classroom settings. A score of 3 or lower suggests the person will learn new skills best through practical, hands-on experience.

Corporate Adaptability refers to how a person responds to, and level of commitment to, the organization. Someone with a high score (7 or above) understands and is prepared to participate in corporate politics. This person is able to identify with the organization as an entity. Someone with a low score (3 or lower) does not like or choose to participate in the politics of an organization. This person will identify with the people or an individual within the organization rather than with the organization itself (i.e., "I work for Joe." not "I work for IBM.").

SOCIAL STYLES

Social Styles represent a person.'s general social style .- how the person views the world. This category is broken down into two parts: Social Adaptability and Social Responsibility.

Social Adaptability describes your basic opinions concerning other people in general. A high scoring individual is generally trusting of other people as well as being open to new ideas. A low scoring individual generally feels that trust must be earned. The low scoring person is more cautious in trusting others.

Social Responsibility describes the tolerance a person has for following social and organizational rules and procedures. A five or above indicates a willingness to go along with the rules and a willingness to conform to various expectations society places on us. A person with a score lower than five will sometimes question the expectations that are put on society. This individual will likely choose to do something only if it is believed to be the right thing to do.

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Combinations of Problem Solving

Conceptual-Global

Individuals with high scores on Conceptual and Global are strategic thinkers and are often comfortable with ambiguity. They can be quite patient when reflecting on all of the possibilities – even those that have little chance of actually coming to fruition. Open to new ideas, they prefer to consider all facets of a problem or issue before taking action. Their problem solving approach would often be considered more intuitive than fact-based. They consider it their priority to make sure that the problem has been thoroughly identified and defined. Then they move to take action on solving the problem.

Conceptual-Linear

Individuals with high scores on both Conceptual and Linear will use their imagination to solve problems, yet their imaginative solutions will be pragmatic. They couple a desire to act quickly with an ability to be creative. Their creativity will have an underlying logic to it that they can explain fairly easily. Drawn to complex problems, they are confident enough in their abilities to solve problems quickly, but their tendency to plan on the run makes it difficult for others to follow their leaps of logic.

Concrete-Global

Individuals with high scores on Concrete and Global look to facts and logic to provide them a sense of comfort in their problem solving. Nevertheless, these individuals are ready to take on large problems. Their inclination is to think they can solve big, sweeping problems in a short time. These individuals are good planners who will work hard to make sure their plan is carried through. The plan will need to have practical goals and objectives to meet one of the criteria important to this group of people. Often, the objectives will be expressed in a numerical fashion. Time spent on planning is seen as a wise investment. Concrete-Global people are inclined to test their plan more against its underlying logic than against reality.

Concrete-Linear

Individuals scoring high on both Concrete and Linear are practical and action-oriented. Their credo is “Give us the facts and get out of our way!” These individuals see the use of logic and hard analysis as valuable and necessary. On the other hand, they are impatient with the planning process and often question its value. They are at their best when the problem to be fixed can be readily analyzed and contain an element of urgency. Objective and pragmatic, these individuals are not drawn to problems just because they are problems. The problems need to have practical results if solved.