



ABOUT USM
Adult Report

Prepared For :

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INTRODUCTION

Compass SettingsSM presents you with your unique **ABOUT USM REPORT**. It is a detailed description of your natural strengths and basic motivational interests along with specific areas of career development, volunteer activities, and further educational opportunities that you may want to consider.



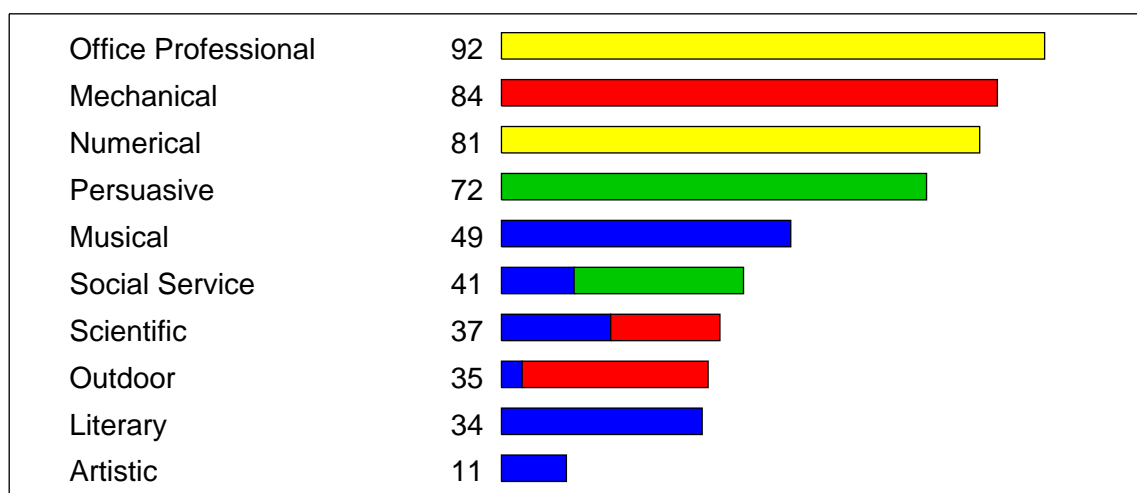
The results of your questionnaire will show you how to integrate your strengths and interests into your daily life and move forward with higher education decisions, course work and career development choices that will keep you energized and motivated to succeed.

The five reports are:

- **INTERESTS:** What makes me tick?
- **ELEVEN ELEMENTS:** The eleven behaviors that define who I am, what my strengths are and how I interact with others.
- **ORGANIZATIONAL FOCUS:** What are my basic filters and strengths?
- **CAREER:** How will my basic strengths and interests match to others in similar careers or jobs?
- **HOW I WANT OTHERS TO DEAL WITH ME:** What I need from others to be most effective?

INTERESTS WITH BASIC COLORS

These are your individual scores. *Highest areas of interest: The kinds of activities you like. A score >85 shows a strong interest. High scores show what drives and energizes you. Scores >90 show activities that are more than interests; they are areas that you NEED to be involved in to feel fulfilled.*



Artistic: Creating imaginative works of aesthetic value, expressing ideas artistically. Working or performing in the visual arts.

Office Professional: Expertise in office positions that require specific processes and results; include positions within banking, insurance, travel, data processing, communications, government, and similar organizations.

Literary: Creative interest in writing and in sophisticated language skills. Indicates appreciation for abstract ideas conveyed in various mediums and materials.

Mechanical: Hands-on work with a broad range of technical responsibilities from power driven machine operations to high tech electronics. Interests may include design, maintenance, operation or repair of motors and machinery, power driven or automated.

Musical: Involvement with music in its many forms. Interests may include melodies, compositions, attending concerts, supporting the musical arts, or simply appreciating music. Professional musicians would be expected to have a high degree of this interest.

Numerical: Combining numbers analytically and factually to arrive at practical, quantitative conclusions. Utilizing numbers in business bookkeeping, accounting and tax procedures.

Outdoors: Hands-on work in an outdoor or natural environment. These activities can include physical or mental exertion outside of office confines. Some individuals score high because of environmental concerns.

Persuasive: Persuasive interactions with others. Motivating others to accept ideas, actions or opinions through means of persuasion, reasoning or argument.

Scientific: Involvement in professions or avocations that assist others through research. Occupations in health services, technology and medical paraprofessionals, nutritional or pharmaceutical services involving scientific interests.

Social Service: Organized assistance and services to support and advance social conditions of the individual and community through social programs, agencies and organized religious involvement.

ELEVEN ELEMENTS OF BEHAVIOR

How am I wired (DNA)?

Why do I react the way I do?

The Eleven Essential Elements (* Denotes the Birkman term for the Eleven Elements)

1. **RESPECT FOR THE ISSUE AND RESPECT FOR PEOPLE** *Need for Esteem How do I prefer to deal with family, friends, and how do I need them to deal with me on one-to-one personal issues?
2. **SOCIAL RELATIONSHIPS** *Need for Acceptance How do I like to be in social groups? How open am I to sharing ideas in groups with family and friends?
3. **MATERIAL RECOGNITION FOR SELF AND OTHERS** *Need for Advantage How comfortable am I with being competitive? How secure am I in recognizing my need for prestige and competitive activities where winning is important?
4. **EMOTIONAL CONTENT** *Need for Empathy How do I deal with emotions and feelings? How open am I when faced with others' emotions, as well as life experiences based on how I and others feel?
5. **ORGANIZING AND BEING RESPONSIBLE** *Need for Structure How do I deal with details, routines, follow through on projects?
6. **BEING IN CHARGE** *Need for Authority How do I deal with taking charge or being directed by colleagues, mentors, family, and friends?
7. **CHANGE** *Need for Change How do I deal with interruptions, changes, and disruptions in activities, daily routines, and significant plans? How much variety do I need?
8. **PACE AND ACTION** *Need for Activity How energized am I when participating in activities? How do I expend my energy and take action?
9. **MAKING DECISIONS** *Need for Thought How much time do I need before I am ready to make a decision? How much time do I need from others?
10. **PERSONAL INDEPENDENCE AND IDENTITY** *Need for Freedom How much do I want to conform to peers, my family's values, and other norms? How spontaneous can I be with friends, family, and work situations?
11. **EXPECTATION OF SELF AND OTHERS** *Need for Challenge What do I expect from myself? How do I feel about my own worthiness to succeed and be able to be who I really am?

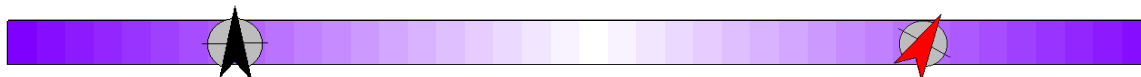


SYMBOLS AND MEANINGS

The following pages contain three different perspectives of *how you deal with* each of your Eleven Elements of Behavior:

- **MOST EFFECTIVE BEHAVIOR:** This is your productive, socialized behavior that is easy to observe. It is socially acceptable; appropriate, comfortable, and natural. It is YOU at your best.
- **NEEDS:** These are persistent over the years and mostly hidden. Although rarely seen by others, NEEDS are vital because they identify your preferred environment, what you need from others and what motivates you. They are consistent over time and difficult to change. This may be the first time you've become aware of a particular need.
- **STRESS:** This is counter-productive, *frustrating* behavior that is easy to observe. Seen by others as: defensive; ineffective; reactive; uncomfortable; costly.

ABOUT USM uses a bar to indicate where you are on a continuum for each one of the eleven elements.



On the bar, there will be a small compass with an arrow to indicate your position. Each element will have a description of what behaviors are found at each end of the bar. When your compass falls in the center, it will merely mean that you have some of each of the behaviors found at both ends of the bar and that it will be situations and circumstances that determine which behaviors you will use.



A compass with a red arrow pointing off to the side indicates that there is a disconnect between how your stress behaviors are seen by others and your need. It is a difference that can be important. Neither your effective behavior nor your stress behavior give correct information about your needs to the outside world. This kind of stress differs from your other stress reactions in that it will be in the opposite direction of the black compass indicating your NEED. You will have to learn what you need from others and be able to communicate it so that others can meet your needs.

About USM Considerations: When you are showing signs of STRESS related to a particular element, practice using the positive characteristics found in the **MOST EFFECTIVE BEHAVIOR** and opposite to your STRESS behavior descriptors. This will help reduce or lessen the negative impact your STRESS behavior has on others!

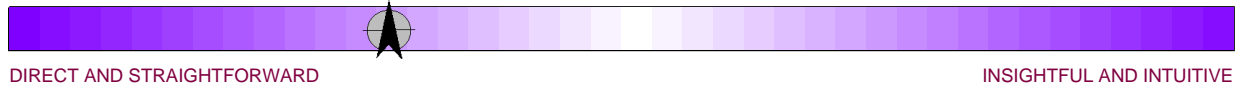


The Birkman word for this is the Need for **Esteem**

RESPECT FOR THE ISSUE AND FOR PEOPLE

Issue vs. Person

MOST EFFECTIVE BEHAVIOR

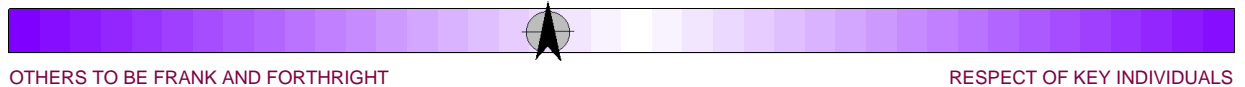


You have an important strength in handling personal relationships by virtue of being able to balance sensitivity and directness. By nature, you are neither too frank nor too reserved.

STRENGTHS

- direct without being blunt
- sensitive, yet at ease
- straightforward, yet insightful

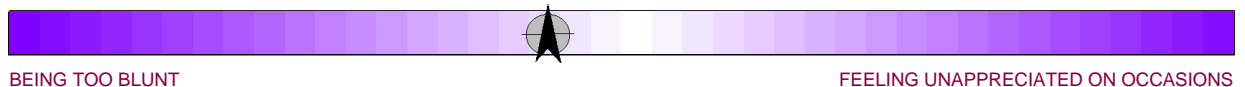
WILL NEED



NEED: Likewise, you respond best when others strike a similar balance between sensitivity and openness when relating to you. Respect and approval on a personal basis help motivate you.

CAUSES OF STRESS: When other people are overly sensitive, you feel uneasy - possibly to the point of discomfort. By the same token, your feelings can sometimes be hurt when you think that others are not responding to your personal needs.

TRY TO AVOID



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

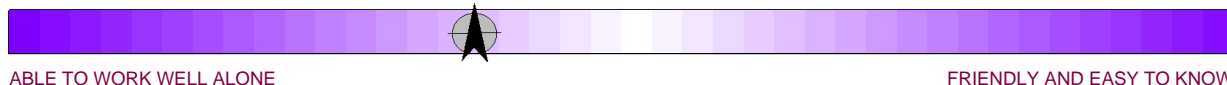
- undue sensitivity
- over-directness

The Birkman word for this is the Need for **Acceptance**

SOCIAL RELATIONSHIPS

Alone vs. Group

MOST EFFECTIVE BEHAVIOR

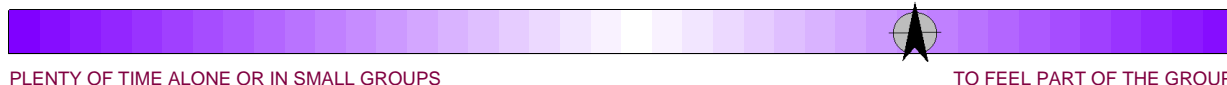


You combine the assets of an ability to interact socially with people and a willingness to work alone or with one or two people when the occasion demands. This enables you to feel at ease in varying social situations.

STRENGTHS

- at ease with others
- withstands group pressure
- balances social and private activities

WILL NEED



NEED: However, since you are sensitive to group thinking, group projects are interesting and enjoyable for you, and your participation in them gives you a needed sense of acceptance and support.

CAUSES OF STRESS: When this sense of acceptance and support is missing, you are likely to react by removing yourself from most group or social activities, temporarily underestimating the importance of group dynamics.

TRY TO AVOID



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- withdrawal
- impatience with groups
- ill at ease in groups

The Birkman word for this is the Need for **Advantage**

RECOGNITION FOR SELF AND OTHERS

We vs. Me

MOST EFFECTIVE BEHAVIOR

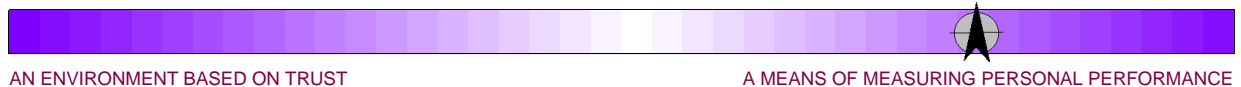


Your relationships are predominantly competitive and businesslike and you value what will promote immediate purposes and objectives. You enjoy personal competition, and find bargaining stimulating and desirable.

STRENGTHS

- likes competition
- resourceful
- opportunity-minded

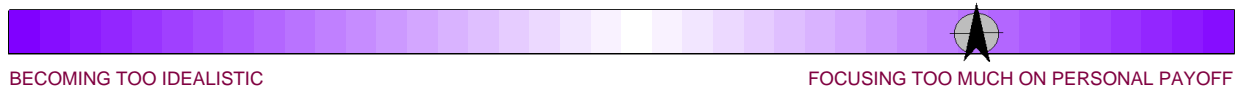
WILL NEED



NEED: An environment that encourages individual performance and motivates people by the use of individual incentive is well-suited to your needs. It is important to you to feel that your personal efforts and achievements are continually recognized and rewarded.

CAUSES OF STRESS: Your basic attitudes cause you to put your own interests first without being fully aware that you are doing so. People who are too trusting or idealistic can annoy you, since you are inclined to judge them as being "phonies."

TRY TO AVOID



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

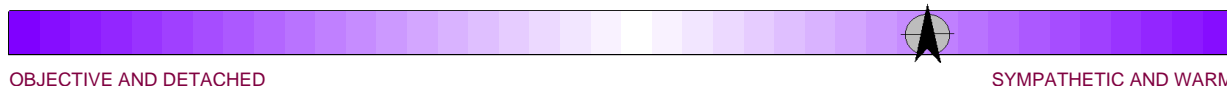
- acting self-protectively
- becoming too materialistic
- self-promotional attitudes

The Birkman word for this is the Need for **Empathy**

DEALING WITH EMOTIONS

Logic vs. Feeling

MOST EFFECTIVE BEHAVIOR

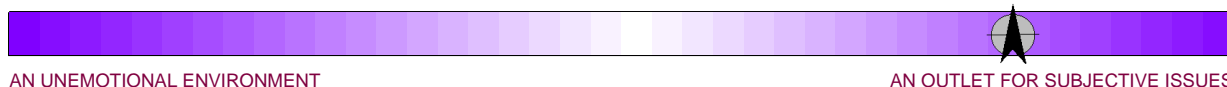


With your insight into your own and other people's feelings, you have considerable assets in the warmth and sincerity that you display toward others. Recognizing the significance of emotions in people's makeup, you tend to set high expectations.

STRENGTHS

- genuine in feelings
- sympathetic
- warm and caring

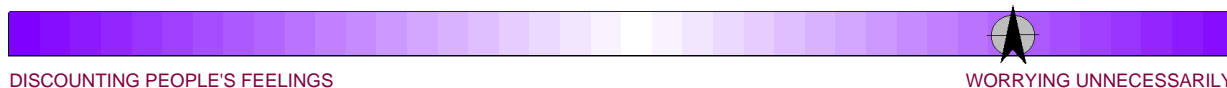
WILL NEED



NEED: In the same way, it is important for you to feel the encouragement to express your feelings and work out your emotional responses. Sensing that others are responsive to your feelings helps you maintain an optimistic outlook.

CAUSES OF STRESS: To the extent to which others treat you with detachment, or seem to be neglectful of your feelings, you are likely to lean even more heavily on subjective attitudes, possibly over-emphasizing the importance of your personal feelings.

TRY TO AVOID



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

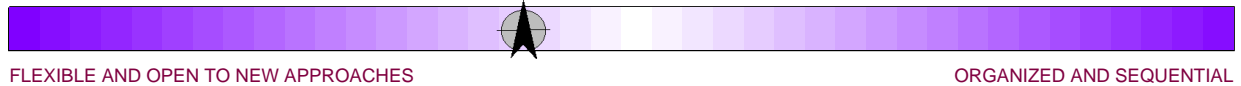
- exaggerated moods
- tendency to worry
- feelings of hopelessness

The Birkman word for this is the Need for **Structure**

ORGANIZING AND BEING RESPONSIBLE

Flexibility vs. Structure

MOST EFFECTIVE BEHAVIOR

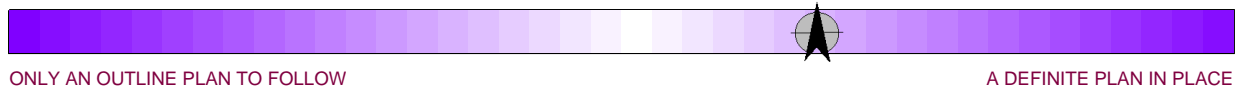


Flexibility of approach combined with an ability to work the plan characterizes your strengths. You recognize the importance of having systems and procedures in place and working, but are quite able to develop new methodologies when appropriate.

STRENGTHS

- balances structure and flexibility
- concerned with essentials
- combines procedure and initiative

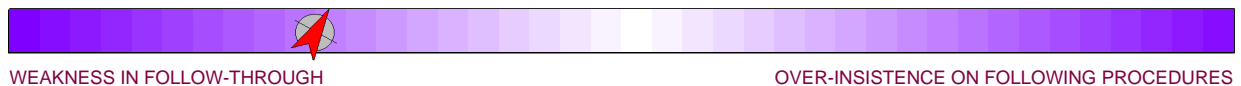
WILL NEED



NEED: These same characteristics also describe what you need from your environment. Encouragement to use your own initiative in the context of existing procedures suits you well.

CAUSES OF STRESS: Over-emphasis on detail and repetitive routine can easily get in the way of your initiative. On the other hand, you can become restless and dispirited when deprived of sufficient familiar and scheduled activities to balance your self-direction.

TRY TO AVOID



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

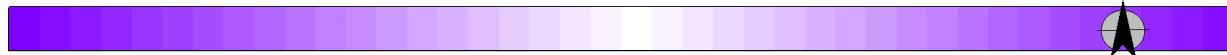
- excessive control
- neglect of detail

The Birkman word for this is the Need for **Authority**

BEING IN CHARGE

Suggest vs. Tell

MOST EFFECTIVE BEHAVIOR



LOW-KEY IN THE EXERCISE OF AUTHORITY

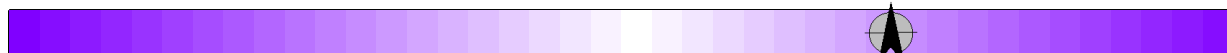
DIRECTIVE AND COMMANDING

You show a healthy respect for established authority, whether verbal or in the form of formal procedure and control. It is relatively easy for you to take charge and direct activities, and see to it that pre-arranged plans are executed.

STRENGTHS

- self-assertive
- seeks to influence and excel
- enjoys exercising authority

WILL NEED



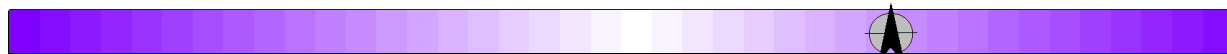
A NON-DIRECTIVE, DEMOCRATIC ENVIRONMENT

TO KNOW WHO IS IN CHARGE

NEED: From others, you need personal and clear instructions as to what they expect to have done. You respect people who appear to you to be natural authority figures, and expect them to enforce strictly the boundaries of authority.

CAUSES OF STRESS: You can easily lose your respect for those in positions of authority when it seems that they are having difficulty showing strength. Your morale and enthusiasm suffer in these situations.

TRY TO AVOID



FAILING TO ADDRESS ISSUES OF CONTROL

BECOMING DOMINEERING, CONTROLLING

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

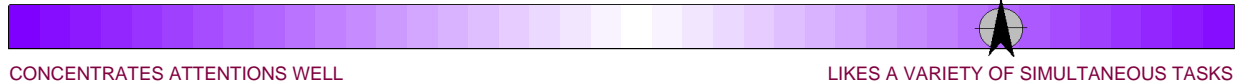
- provocative statements
- undue assertiveness
- becoming bossy or domineering

The Birkman word for this is the Need for **Change**

DEALING WITH CHANGE

Focused vs. Variety

MOST EFFECTIVE BEHAVIOR

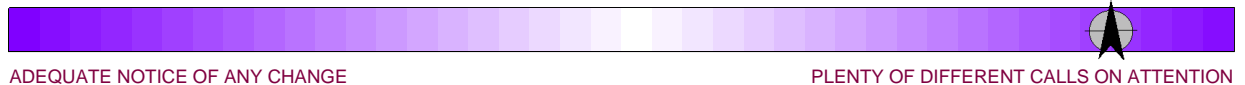


A sense of novelty and adventure distinguishes the strength you display in your readiness to start new things. You have an above-average resilience to change, an asset which stems from your adaptability to fresh and stimulating activities.

STRENGTHS

- easy to stimulate
- responsive and attentive
- adaptive

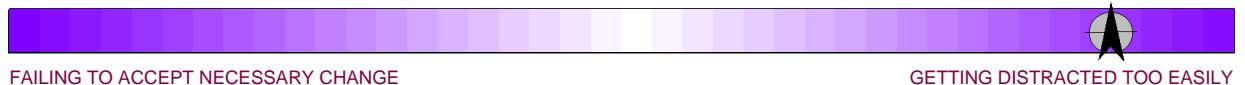
WILL NEED



NEED: In the same way, you respond best to situations and surroundings which offer frequent changes of activity. You get positive reinforcement from an environment that allows you to move around.

CAUSES OF STRESS: Excessive emphasis on routine can easily put you under pressure. Without the stimulation of novelty and change you are likely to become restless and annoyed.

TRY TO AVOID



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

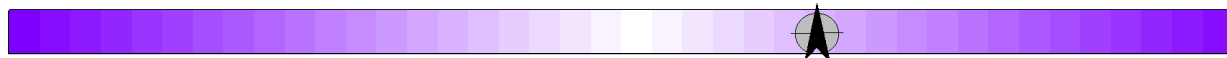
- annoyance at delays
- problems with self-discipline
- inability to concentrate

The Birkman word for this is the Need for **Activity**

PACE AND ACTION

Thought vs. Action

MOST EFFECTIVE BEHAVIOR



LIKES TO REFLECT BEFORE ACTING

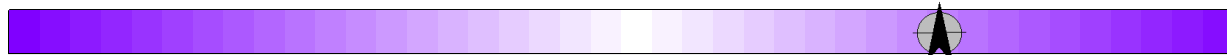
TAKES DIRECT ACTION TO GET THINGS DONE

Spending too much time thinking about the best course of action and being busy for its own sake are things which you find easy to avoid. This valuable asset is the result of your natural tendency to balance reflection with action.

STRENGTHS

- balance of vigor and thought
- idea-minded, yet enthusiastic
- mixture of action and reflection

WILL NEED



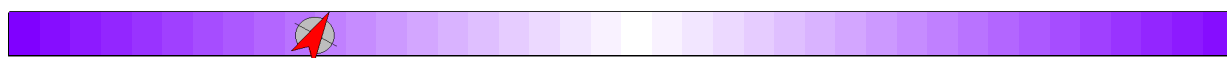
PERSONAL CONTROL OVER SCHEDULING

A BUSY SCHEDULE

NEED: However, your natural strengths are most effective against the stimulus of a fairly busy environment. You respond best to situations that require direct and almost immediate action.

CAUSES OF STRESS: Because your need is at some variance to your preferred style, you respond adversely to lack of stimulus from your surroundings. You can become dispirited and unexpectedly fatigued in such a situation.

TRY TO AVOID



PUTTING THINGS OFF

FAILING TO DELEGATE WHEN NECESSARY

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

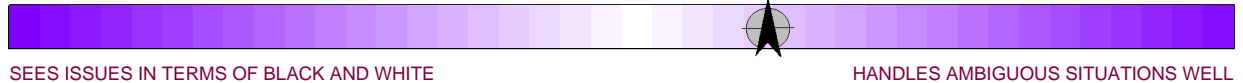
- magnifying tediousness of tasks
- procrastination
- boredom

The Birkman word for this is the Need for **Thought**

MAKING DECISIONS

Decisive vs. Thoroughly Examining

MOST EFFECTIVE BEHAVIOR

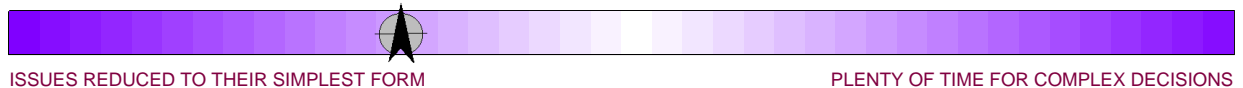


While you tend to view things in clear-cut, definite terms, you prefer to consider future as well as immediate consequences of your decisions. You are neither impulsive nor indecisive.

STRENGTHS

- thoughtfully decisive
- moderate in forming judgments
- weighs future against present

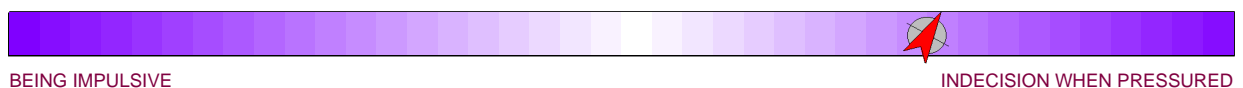
WILL NEED



NEED: However, your life and work situations should involve a minimum of ambiguity, and offer special opportunities to take immediate action or form quick judgments. You need quick and decisive solutions from others.

CAUSES OF STRESS: When waiting for an answer or a decision from someone else, you can become frustrated and unrealistic, grasping too quickly for a definite answer or a clear-cut solution. Under stress you tend to worry about the consequences of your decisions.

TRY TO AVOID



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

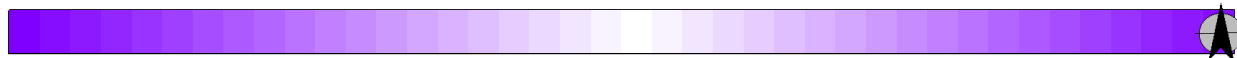
- fear of making mistakes
- haste in taking action
- tendency to delay decisions

The Birkman word for this is the Need for **Freedom**

INDEPENDENCE

Conventional vs. Independent

MOST EFFECTIVE BEHAVIOR



UNDERSTANDS HOW MOST PEOPLE THINK

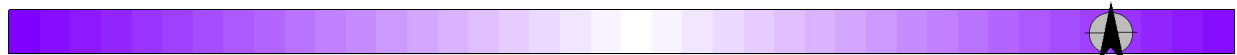
INDIVIDUALISTIC IN OUTLOOK

You have a strong sense of individuality, characterized by your rather independent outlook. You are comfortable in situations that allow you to be spontaneous and self-expressive, and do not need strong approval from others to justify your thoughts and actions.

STRENGTHS

- inner sense of freedom
- individualistic
- spontaneous

WILL NEED



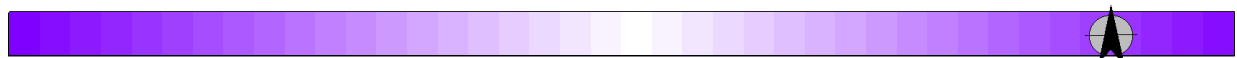
A PREDICTABLE ENVIRONMENT

OPPORTUNITIES FOR INDIVIDUALITY

NEED: The notion that most people share your independent attitudes indicates that you have a greater-than-average need to sense support and encouragement of your personal freedom.

CAUSES OF STRESS: Since you are not necessarily bound by convention and precedent, you can easily over-react to situations which stress these things, becoming individualistic for its own sake and misjudging the thoughts and feelings of others.

TRY TO AVOID



DISCOMFORT WITH UNUSUAL IDEAS

BEING DIFFERENT FOR ITS OWN SAKE

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- unpredictable behavior
- over-emphasis on independence
- too ready to blaze trails

The Birkman word for this is the Need for **Challenge**

EXPECTATION OF MYSELF AND OTHERS

MOST EFFECTIVE BEHAVIOR

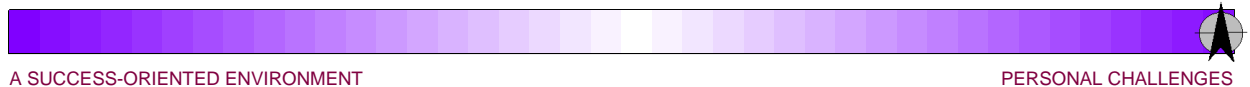


More than most people, you tend to focus on your personal shortcomings rather than your strengths. As a result, you are able to take a great deal of pride in your accomplishments, and respond well to difficult or demanding tasks and goals.

STRENGTHS

- driven
- strong-willed
- high expectations

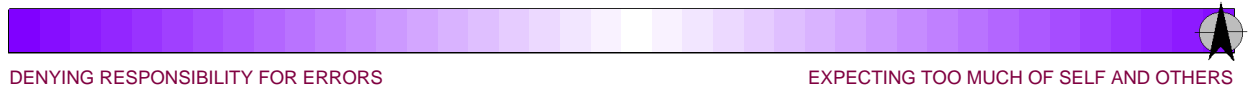
WILL NEED



NEED: You tend to place a lot of conditions on your personal acceptance, so establishing your worth is largely a matter of achievement. Personally challenging situations enhance your strengths.

CAUSES OF STRESS: You are likely too inclined to blame yourself for failure. On occasions you tend to think that renewed personal effort will resolve problems that may not be of your making in the first place.

TRY TO AVOID



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- becoming too self-critical
- strong emotional tension
- feelings of inadequacy

INTERESTS REPORT

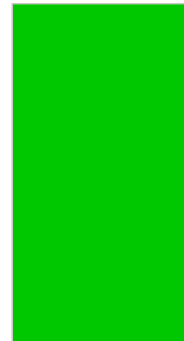
What makes me tick? How do I like to spend my time?

All of us have various strengths and abilities. The descriptions next to each color bar present broad categories. Which one or two describe you better than the others?



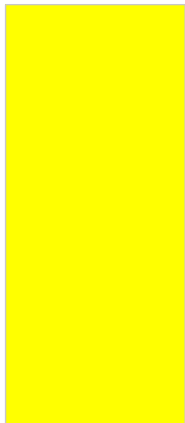
I like to build, organize, get things started and finished. I enjoy problem solving. I like to get things done. I am an **Expediter**.

- Focuses on Operations & Production
- Values Tactical, Short-Term Goals
- Takes Action on Objectives
- Communicates Candidly
- Produces Tangible Products
- Makes Decisions Quickly
- Practical and "Hands On"



I like to sell, persuade people, motivate and get people interested in things. I am a **Communicator**.

- Focuses on Sales and Marketing Efforts
- Influences and Motivates People
- Seeks Recognition
- Supports and Initiates Change
- Actively Communicates with Others
- Acts Independently
- Outgoing and Enthusiastic



I like scheduled activities, systems and procedures for getting things done. I enjoy numbers, details, accounting, and keeping records. I am an **Administrator**.

- Focuses on Organizational Process/Systems
- Values Accuracy and Detail
- Analyzes Data Thoroughly
- Cooperative When Working with Others
- Uses a Plan When Acting on Objectives
- Appreciates Stability in Environment
- Cautious and Consistent



I like to plan and deal with ideas and abstractions. I can visualize possibilities and generate many innovative ideas. I am a **Planner**.

- Focuses on Strategy and Innovation
- Generates Ideas and Concepts
- Values the Welfare of People
- Operates with Idealistic Outlook
- Engages in Research & Development
- Provides Vision
- Sensitive and Creative

BASIC COLORS: FILTERS AND STRENGTHS

Basic colors indicate your fundamental filters and approaches to situations such as work, friends, family, and leisure activities. Each one of us has all four colors as part of our make-up. The two bottom colors typically identify our primary filter for problems, as well as how we perceive things. These colors are our filters through which we make sense of our world.

	Intensity	Intensity
Blue -- Planner		
Red -- Expeditor		
Green -- Communicator		
Yellow -- Administrator		

The bottom color bar is your longest and strongest bar and has the greatest impact on how you approach situations and develop priorities. The longer the bar, the more clearly you resonate with the characteristics associated with that color. The second longest color bar is a supporting one. It adds breadth and depth to your bottom color. Your fundamental approach to situations will be a combination of these two bottom colors. **The top two color bars, particularly when they are dramatically shorter than the bottom two bars, may be filters that you are less likely to use and could represent blind spots.*

SOME THINGS TO THINK ABOUT:

- What aspects of a problem do I focus on, see or initially consider when faced with a new situation?
- What strategies do I use when I need to solve a problem?
- How do I approach new situations?
- What are my potential blind spots when approaching situations and developing priorities?

The color bars that are the longest indicate where your career interests lie. You can refer to the list of occupations that accompany this report for suggestions of future employment areas. You can also see where you might want professional growth experiences, or do volunteer work.

JOB FAMILIES AND TITLES

This report matches you to others in job families and titles. **The length of the lines indicates the degree of match to others in these fields in terms of importance and interest.** Included below are your top 7 areas, as well as your bottom 3 areas (denoted by an *). It is important to note that if you decide to work in one of these 3 bottom areas, you may function effectively but may do it in a way that may seem "out of the box" for most others in those areas. This may cause unanticipated reactions from others.

Career Opportunities Based On Interests & Strengths	
Professional, General Expertise in various professional occupations and management	
Administrative Professionals Administering and monitoring administrative systems or procedures	
Chemical Engineering Expertise in chemical processes, manufacturing and control	
Crafts/Technical Skilled and semi-skilled workers in construction/ manufacturing/ engineering industries	
General Administrative General administrative duties	
Numerical Administrative Data entry or bookkeeping functions	
Artistic Careers Artistic expression	
* Direct Intangible Sales Selling intangible products directly to the consumer	
* Consultative Tangible Sales Marketing and/or sales of tangible products or services	
* Consultative Intangible Sales Marketing and/or sales of intangible products or services	

HOW I WANT PEOPLE TO DEAL WITH ME

- In working with others, friendly and cooperative, but becomes more independent under pressure.
- When giving or accepting direction, he bucks the system under pressure but generally prefers reasonably well-defined responsibilities; he is self-assertive. He enjoys debate and active, participative discussion.
- As to competitiveness and stamina, he is competitive and opportunistic; he seeks encouragement from others. He is thoughtful, paced and patient, but he needs activity and purposeful work and dislikes long periods of inaction. He is very strong-willed, demanding, sometimes unconsciously oppositional.
- When organizing or planning, he is both alert and easily distractible; responsive and spontaneous, he is very protective of his sense of personal freedom. Primarily thoughtful and reflective, he becomes categorical and hasty under pressure.

Suggestions for communicating and talking with me:

The ones with an * are particularly important.

* Provide him with difficult tasks, but help set reasonable, reachable goals.	Dealing with Expectation of Myself and Others: Challenge
* Give him extra encouragement to keep communicating with individuals and groups in spite of his quietness.	Dealing with Social Relationships: Acceptance
* Provide organizational support and fairly detailed guidance if routines must be followed, especially when he resists established procedures.	Dealing with Organizing: Structure
* Keep debates controlled and positive.	Dealing with Being in Charge: Authority
* Utilize his resourcefulness whenever possible. Reward successes with personalized benefits.	Dealing with Recognition: Advantage
* Demonstrate reassuring understanding at every opportunity to help bolster his spirit.	Dealing with Emotions: Empathy
Provide definite, scheduled responsibilities and practical work activities.	Dealing with Pace and Action: Activity
* Change his activities frequently to help stimulate and maintain his positive attitude.	Dealing with Change: Change
* Keep confining or restrictive situations to a minimum.	Dealing with Independence and Identify: Freedom
* Be definite, decisive and assured.	Dealing with Making Decisions: Thought