

Individual Report



This Report Was Prepared For
JOHN Q. PUBLIC

Date Printed
08 March 2012





Coaching Report

Important:

This Report is designed specifically to give you information that will impact your effectiveness in the workplace. It will help you understand as much as possible about yourself and align your behaviours to your role and the culture of the organization.



LMC INTERNATIONAL INC.
WWW.LMCINT.COM

The Birkman Report can open your personal doorway to a lifetime of satisfaction and achievement. It was created out of 50 years of research and has been refined by almost two million assessments in over 5,000 companies worldwide. That assures unparalleled accuracy and relevance. The Birkman Report helps you to understand, not underestimate, your strengths, and to take down preconceived barriers that limit your personal achievement and growth.

With a Birkman Report you'll see yourself, your work and your opportunities in a whole new way. Think you know yourself and the working world around you? You may. But a Birkman Report can show you what you can DO about it, and reveal options and opportunities that can expand or maximize your potential. You'll be getting information that can change your future. It already has for thousands of others like you in businesses, institutions, enterprises and organizations around the world.



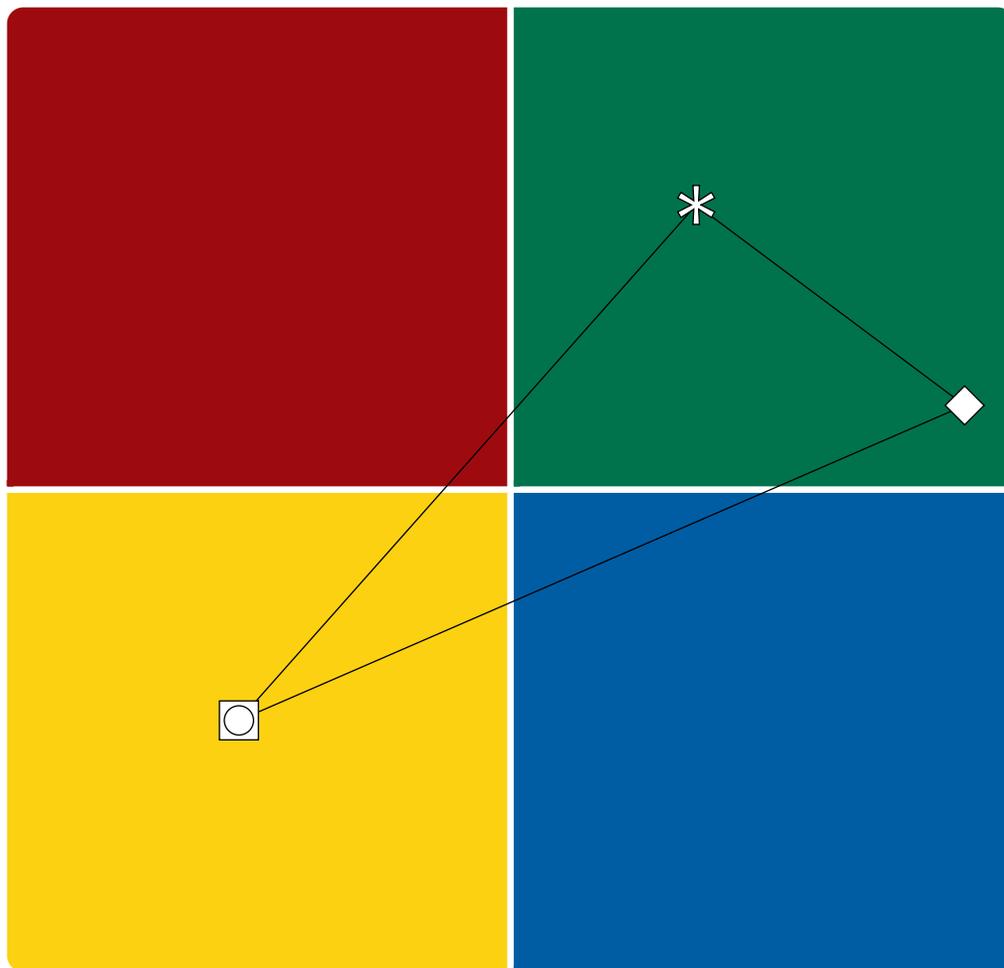
Report Index:

- **Leadership Style Grid**
- **Areas of Interest**
- **Strengths and Needs**
- **Preferred Work Styles**
- **Organizational Focus Overview**
- **Job Families/ Job Titles**

Leadership Style Grid

This Report Was Prepared For
JOHN Q. PUBLIC
LMC International, Inc.

BX6396



TM

This is your **Leadership Style Grid Report**. It describes your unique style of leadership -- your goals, your approach, what motivates you to lead, and what happens to you under stress. In addition, it compares your leadership style with other people's. Use this information to develop and refine your leadership skills.

This Report Was Prepared For
JOHN Q. PUBLIC
LMC International, Inc.

BX6396

Page 1: Leadership Goals

The Asterisk is used to describe people's leadership goals. Goals toward the top of the Grid emphasize direct involvement (with a task or with people). Goals toward the left of the Grid emphasize the task rather than the people who do the task.

<p>Goals typical of this quadrant are:</p> <ul style="list-style-type: none">• achieving a definite goal• completing a project• getting involved• focusing on practical issues• organizing	<p>Goals typical of this quadrant are:</p> <ul style="list-style-type: none">• getting people to "buy in"• motivating others• involving people• focusing on benefits• working with people
<p>Goals typical of this quadrant are:</p> <ul style="list-style-type: none">• implementing a system• monitoring progress• measuring achievement• quantifying results• working with systems	<p>Goals typical of this quadrant are:</p> <ul style="list-style-type: none">• planning• working with the big picture• encouraging new approaches• innovating• working with ideas

TM

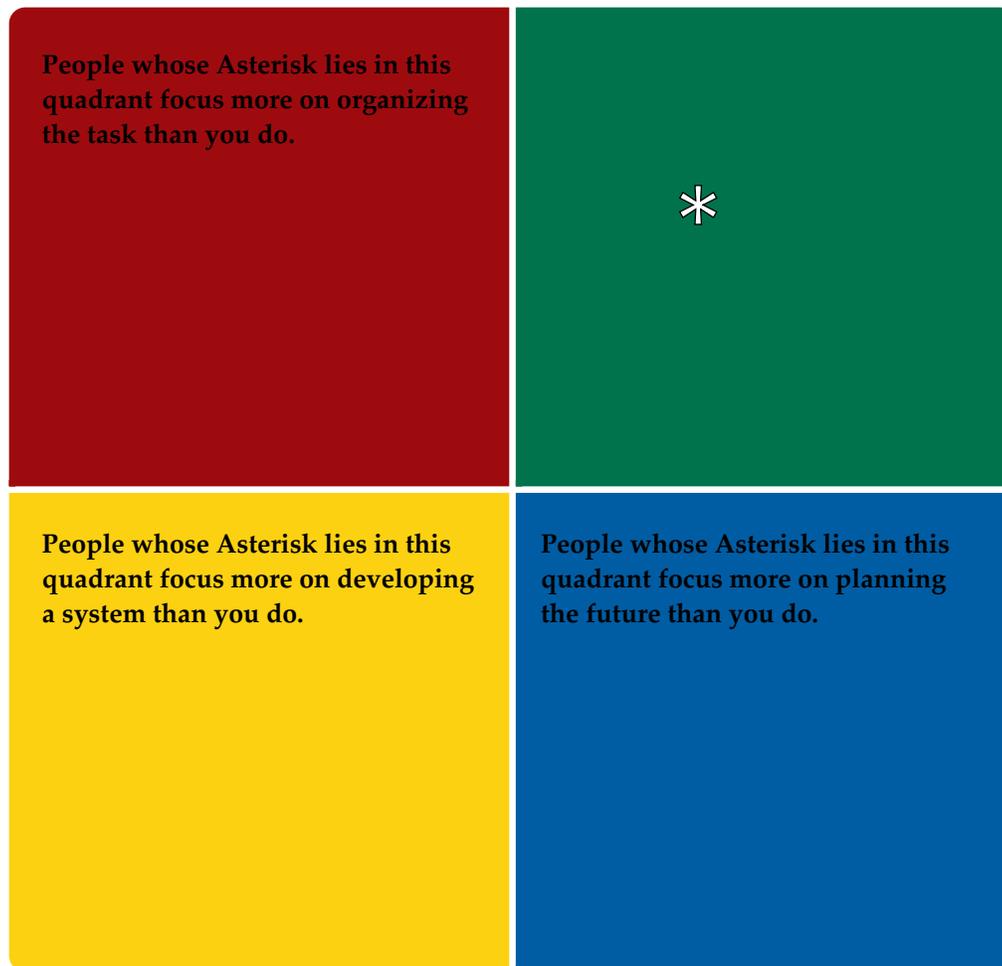
Goals toward the bottom of the Grid emphasize indirect involvement (with a task or with people). Goals toward the right of the Grid emphasize people rather than the tasks that people do.

This Report Was Prepared For
 JOHN Q. PUBLIC
 LMC International, Inc.

BX6396

Page 2: Your Leadership Goals

Your leadership goals are described by the Asterisk. Your Asterisk is in the GREEN quadrant. Your goals as a leader probably have a very relationship-oriented emphasis.



TM

Your GREEN Asterisk shows that you are interested in, and like to involve others in:
 "buying in" to a project
 motivating others
 involving people
 focusing on benefits
 working with one another

This Report Was Prepared For
 JOHN Q. PUBLIC
 LMC International, Inc.

BX6396

Page 3: Usual Leadership Styles

The Diamond is used to describe people's Usual Leadership Styles. Diamonds toward the top of the Grid describe more outgoing, forceful styles. Diamonds toward the left of the Grid describe more objective and detached styles.

<p>Usual Leadership Styles in this quadrant:</p> <ul style="list-style-type: none"> • friendly • decisive and energetic • frank • logical 	<p>Usual Leadership Styles in this quadrant:</p> <ul style="list-style-type: none"> • competitive • assertive • flexible • enthusiastic about new things
<p>Usual Leadership Styles in this quadrant:</p> <ul style="list-style-type: none"> • orderly • concentrative • cautious • insistent 	<p>Usual Leadership Styles in this quadrant:</p> <ul style="list-style-type: none"> • insightful • selectively sociable • thoughtful • reflective • optimistic

TM

Diamonds toward the bottom of the Grid describe lower-key styles. Diamonds toward the right of the Grid describe more subjective styles.

This Report Was Prepared For
JOHN Q. PUBLIC
LMC International, Inc.

BX6396

Page 4: Your Usual Leadership Style

The productive way you set about your tasks is described by the Diamond. Your Diamond is in the GREEN quadrant, but it also lies fairly close to the Blue quadrant. When you are leading effectively, you are generally persuasive and insightful.



TM

Your GREEN Diamond shows that you are usually:
responsive and independent
flexible and enthusiastic

You also tend to be:
selectively sociable
thoughtful
optimistic

Page 5: Needs

The Circle describes the kind of environment you need to show your Usual Leadership Style. People with the Circle toward the top of the Grid respond best to a forceful and outgoing environment. People with the Circle toward the left of the Grid need a detached and objective environment.

<p>People with the Circle in this quadrant need an environment that:</p> <ul style="list-style-type: none"> • encourages group interaction • offers clear-cut situations • gives plenty to do • is direct and logical 	<p>People with the Circle in this quadrant need an environment that:</p> <ul style="list-style-type: none"> • encourages competition • is assertive • allows flexibility • introduces novelty and variety
<p>People with the Circle in this quadrant need an environment that:</p> <ul style="list-style-type: none"> • encourages an organized approach • permits concentration on tasks • offers an environment of trust • is consistent 	<p>People with the Circle in this quadrant need an environment that:</p> <ul style="list-style-type: none"> • offers individual support • encourages expression of feelings • allows time for reflection • gives time for difficult decisions

TM

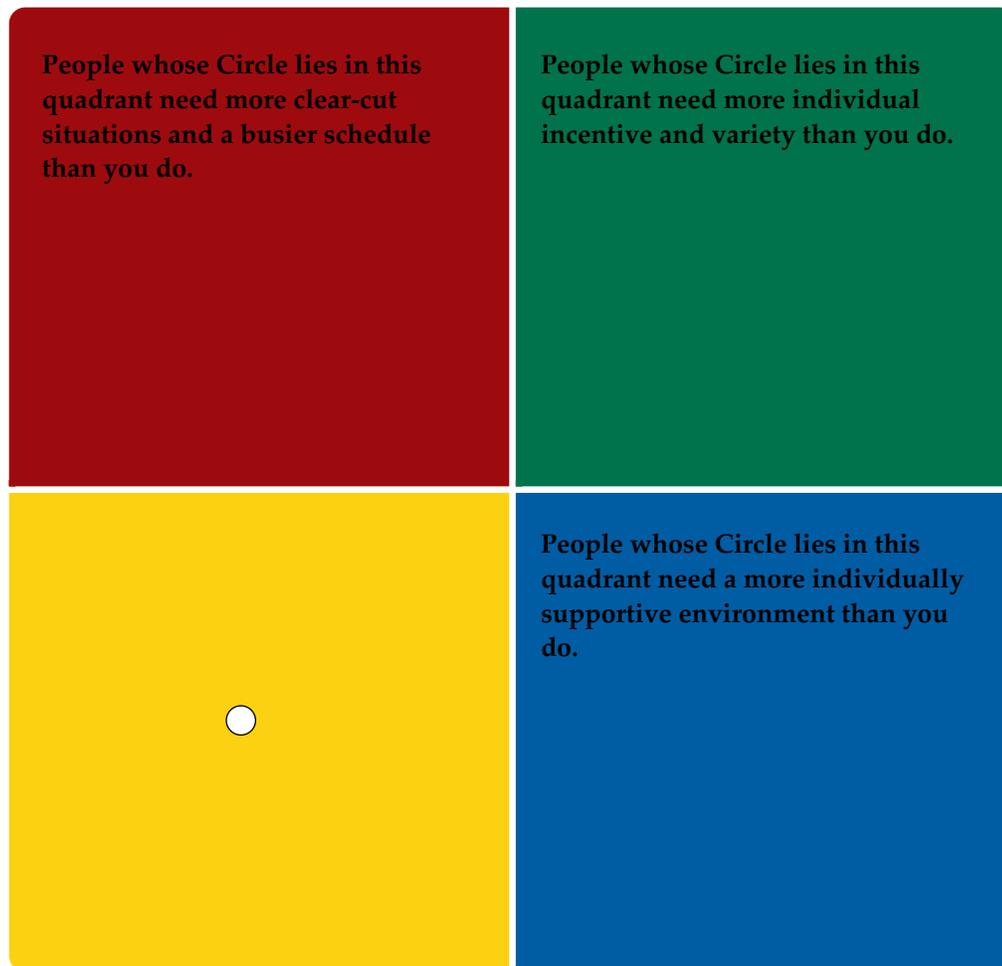
People with the Circle toward the bottom of the Grid need a low-key environment. People with the Circle toward the right of the Grid respond well to an environment which encourages a subjective approach.

This Report Was Prepared For
 JOHN Q. PUBLIC
 LMC International, Inc.

BX6396

Page 6: Your Needs

The environment you need to develop your Usual Leadership Style is described by the Circle. Your Circle is in the YELLOW quadrant. To lead most effectively, you respond best to people who are orderly and consistent.



TM

Your YELLOW Circle shows that you are most comfortable when people:
 exhibit an organized work style
 don't interrupt others unnecessarily
 are democratic rather than assertive
 encourage trust and fairness
 invite input

Page 7: Stress Leadership Style

The Square describes your Stress Leadership Style -- your leadership style when your needs are not met. People with the Square toward the top of the Grid may become too forceful and outspoken under stress. People with the Square toward the left of the Grid may become detached and analytical under stress.

<p>Under stress people with the Square in this quadrant:</p> <ul style="list-style-type: none"> • find it hard to give individual support • become impatient • are "busy" for the sake of it • dismiss others' feelings 	<p>Under stress people with the Square in this quadrant:</p> <ul style="list-style-type: none"> • are easily distracted • distrust others • become domineering • fail to follow the plan
<p>Under stress people with the Square in this quadrant:</p> <ul style="list-style-type: none"> • become over-insistent on rules • resist necessary change • are reluctant to confront others • may be taken in 	<p>Under stress people with the Square in this quadrant:</p> <ul style="list-style-type: none"> • ignore social convention • become indecisive • find it hard to act • see the worst possibilities

TM

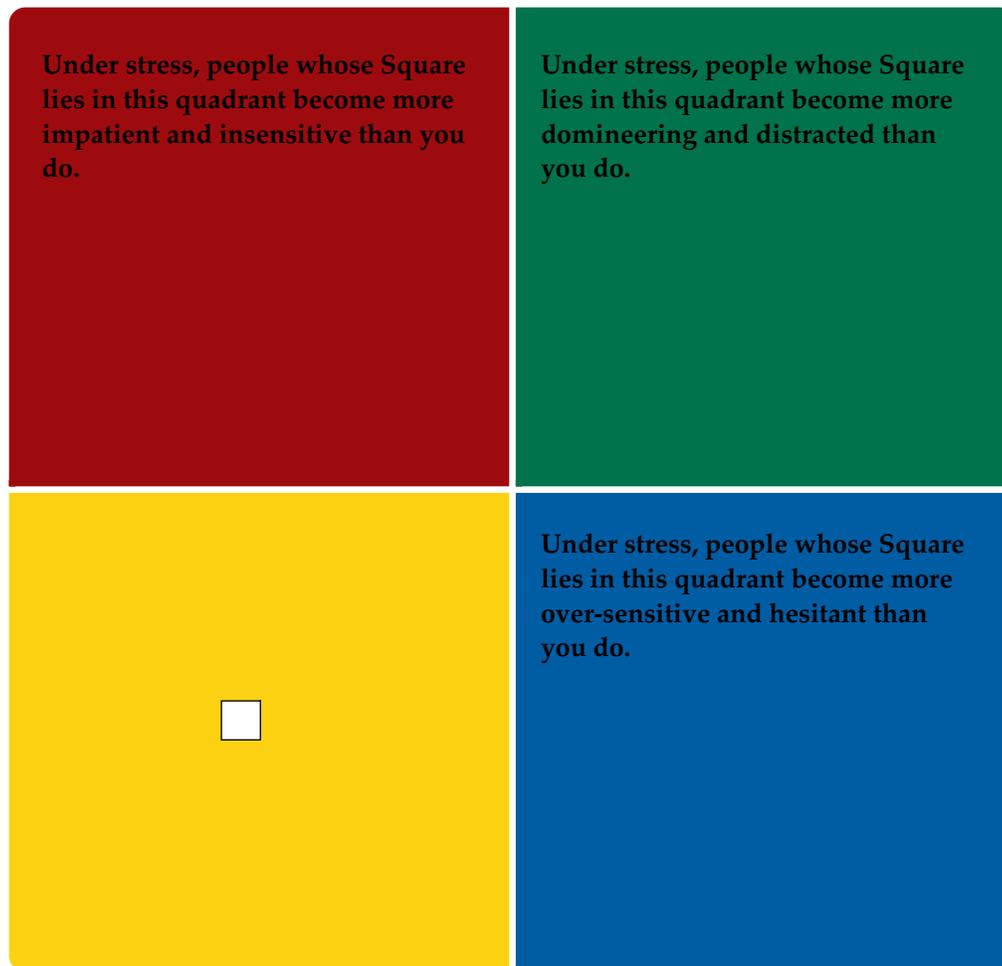
People with the Square toward the bottom of the Grid may become withdrawn under stress. People with the Square toward the right of the Grid may become subjective under stress.

This Report Was Prepared For
JOHN Q. PUBLIC
LMC International, Inc.

BX6396

Page 8: Your Stress Leadership Style

Your Stress Leadership Style is described by the Square. Your Square is in the YELLOW quadrant. When people don't offer you the support you need, you may become inflexible and resist change.



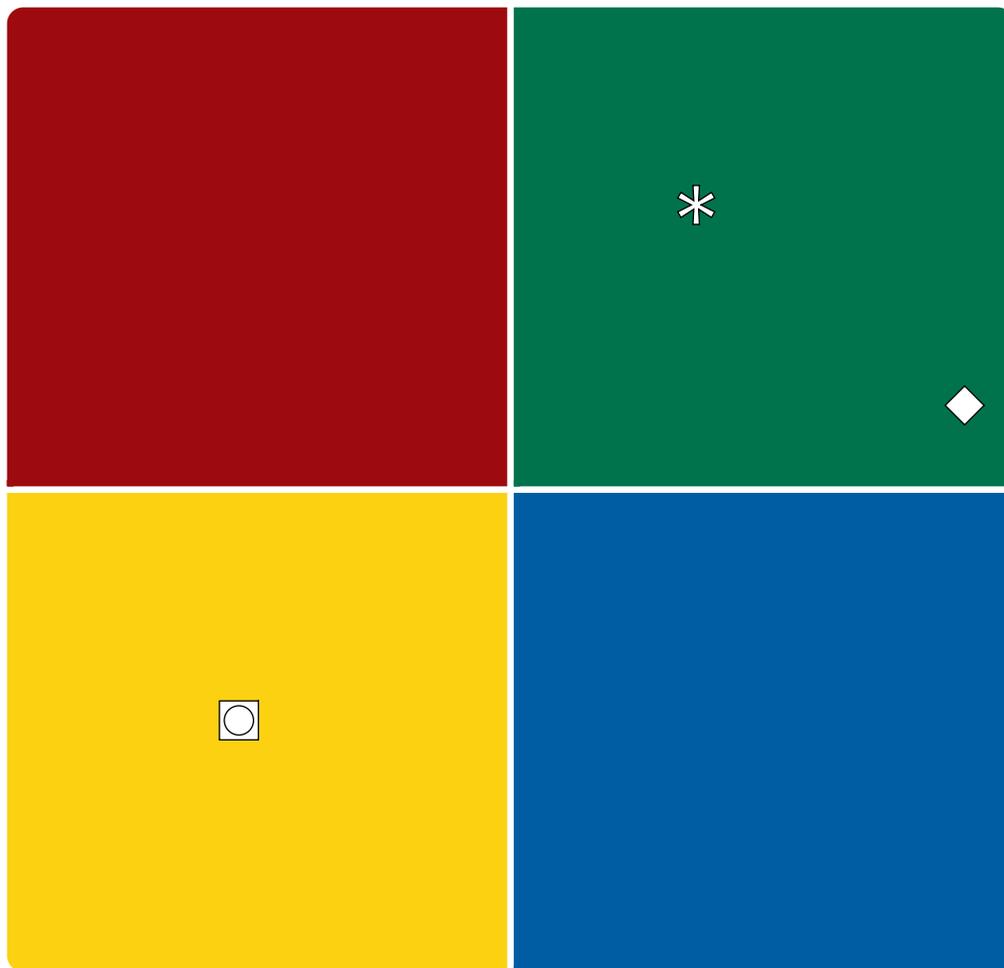
TM

Your YELLOW Square shows that your stress behavior may include your being:
over-controlling
resistive to change
conforming
quietly resistive
rigid

This Report Was Prepared For
JOHN Q. PUBLIC
LMC International, Inc.

BX6396

Page 9: Your Leadership Style Grid



TM

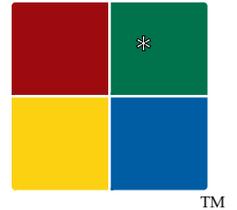
-  **GREEN** Your goals as a leader have a very people-centered emphasis, involving presenting ideas and influencing the thinking of others.
-  **GREEN** When you are leading effectively, you tend to be persuasive and insightful.
-  **YELLOW** To lead most effectively, you generally respond best to people who are orderly and consistent. Under stress, you may become resistive to change and inflexible.

Life Style Grid Summary

This Report Was Prepared For
 JOHN Q. PUBLIC
 LMC International, Inc.

BX6396

Your GREEN Asterisk shows that you may like to:
 sell or promote
 direct people
 motivate people
 build agreement between people
 persuade, counsel or teach

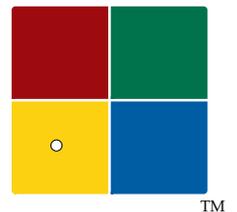


Your GREEN Diamond shows that you generally are:
 responsive and independent
 flexible and enthusiastic

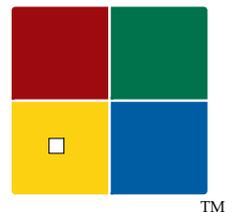


You also tend to be:
 selectively sociable
 thoughtful
 optimistic

Your YELLOW Circle shows you are most comfortable when people around you:
 tell you the rules
 don't interrupt you unnecessarily
 are democratic rather than assertive
 encourage trust and fairness
 invite your input



Your YELLOW Square shows that your stress behavior may include your being:
 over-controlling
 resistant to change
 conforming
 quietly resistant
 rigid

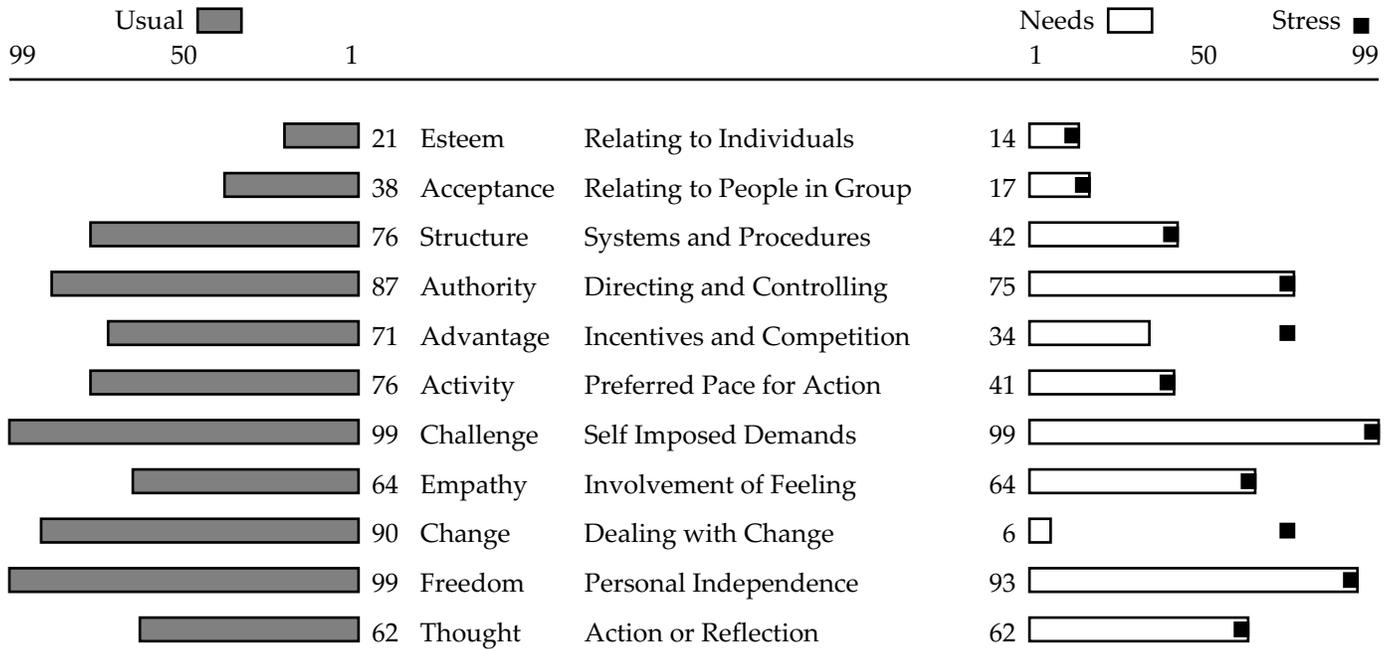


Summary One

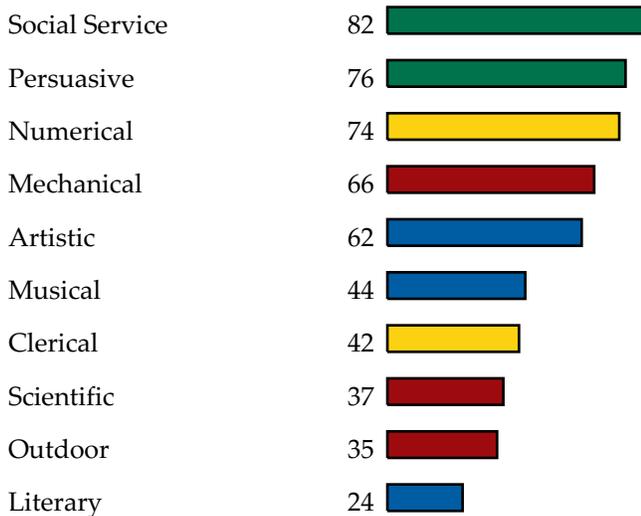
This Report Was Prepared For
JOHN Q. PUBLIC
 LMC International, Inc.

BX6396

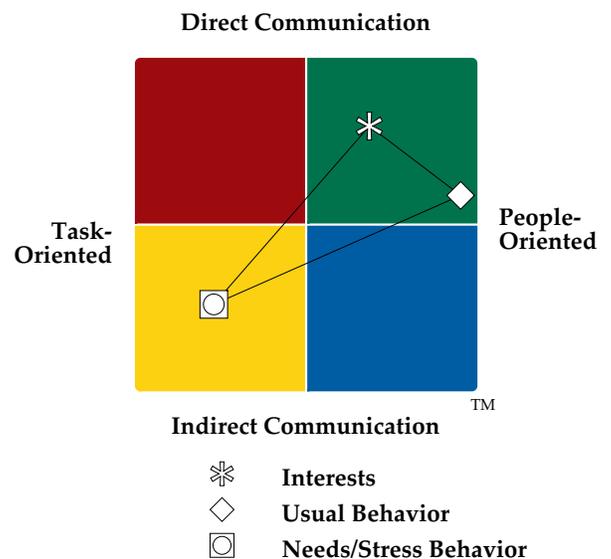
Components



Areas of Interest



Life Style Grid® with Descriptors

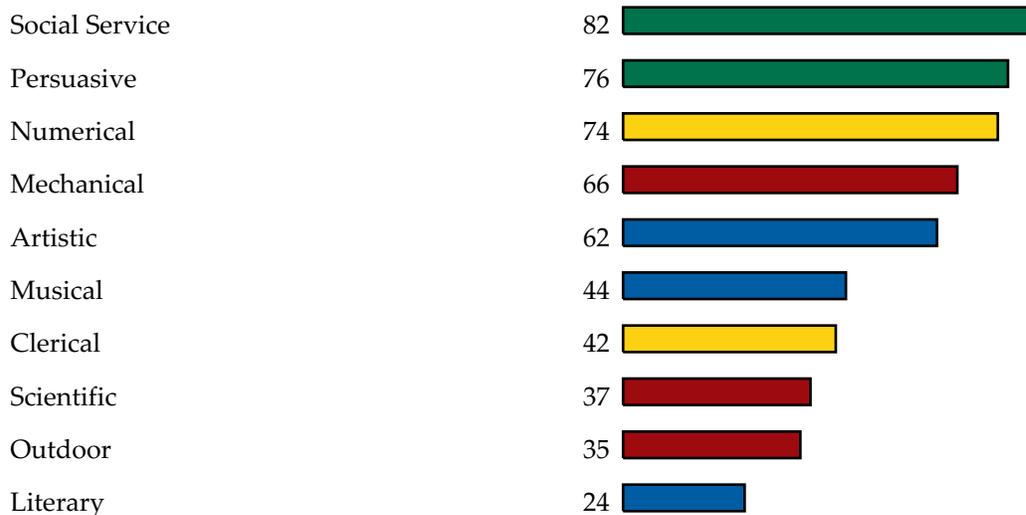


This Report Was Prepared For
 JOHN Q. PUBLIC
 LMC International, Inc.

BX6396

Areas of Interest

The numbers listed below indicate percentile rank in broad **occupational areas** and give a *good indication* of the individual's *occupational interest*.



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

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.

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.

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.

Outdoor - 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.

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

Clerical - Being involved in administrative positions including recording, data processing, numeric detail and personnel functions that require predictable results and specific controls.

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

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

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.

Esteem	Sensitivity in relating to individuals – the way the individual prefers or needs to deal with close, personal, one-on-one relational issues.
Acceptance	Relating to people in groups – the way an individual relates to others in groups or casual situations. The degree of participation and involvement the individual prefers in work, teams, group and social settings.
Structure	Systems and procedures – how an individual deals with authority.
Authority	Directing and controlling – how an individual deals with authority.
Advantage	Idealism versus realism – individual and team competitiveness, how comfortably an individual deals with security and materialism with financial or prestige risk.
Activity	Preferred pace for action – the degree to which an individual engages in energetic action or movement. How energy is expressed, directed and recharged.
Challenge	Self-imposed demands for achievement – how an individual manages or maintains commitment and overall self-worth.
Empathy	Involvement of feeling – how an individual expresses and deals with emotions and feelings; openness or comfort with the emotional aspects of life.
Change	Dealing with change – how an individual handles interruptions and disruptions of significant priorities.
Freedom	Personal independence – how unconventional a person is in outlook. The degree of spontaneity in life and work situations.
Thought	Active versus reflective orientation – how an individual deals with decision making. How much time and thought a person requires and expects from others when making decisions.

Strengths and Needs Graph

This Report Was Prepared For
 JOHN Q. PUBLIC
 LMC International, Inc.

BX6396

Your Strengths And Needs

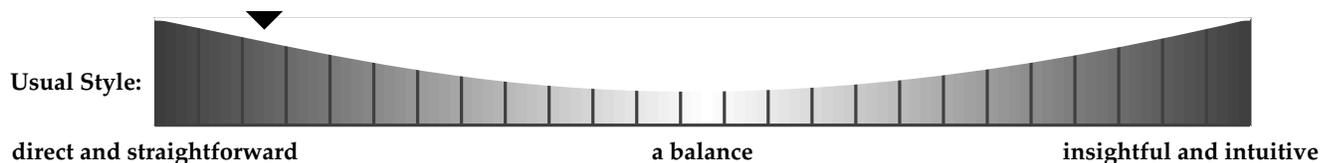
In personal relationships, work challenges, organizing, decision making and more, here's how you deal with everyday life. The following information can provide insights to deepen your understanding of how these factors operate in all your relational areas.

You gain knowledge about your usual style, considered your most effective style or your natural strengths. Very importantly, you also see how your needs determine your ideal work environment and your possible reactions when these needs are not met.

The Birkman Method® Strengths and Needs Report develops your own personal profile and guide to show you the most effective way to deal with:

- Relating to individuals, groups (and feelings)
- Handling schedules, systems, procedures, details
- Resolving conflict, authority issues and personal independence
- Decision making, inclination toward action, patience
- Risk taking, incentives, security
- Work place intensities, personal life commitments

These areas and others on the Strengths and Needs Report are designed in both verbal and graphic form (represented by 3 shaded bars) to provide information on your usual style, what you need in your ideal environment and which behaviors to try to avoid. An example of the first bar, Usual Style, is shown below.



Each of the three bars symbolizes a range of behaviors that increase in intensity as those particular behaviors move toward either end of the bar. The lightly shaded mid-range on the bar denotes behavior that is less intense and not as easily recognized. The arrow pinpoints your individual score on this spectrum.

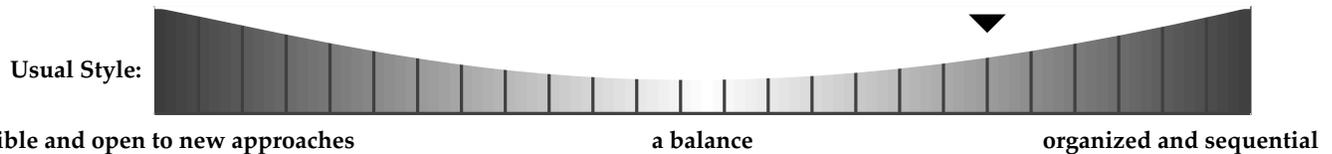
Strengths and Needs Graph

This Report Was Prepared For
 JOHN Q. PUBLIC
 LMC International, Inc.

BX6396

Your Personal Strengths and Needs Organizing

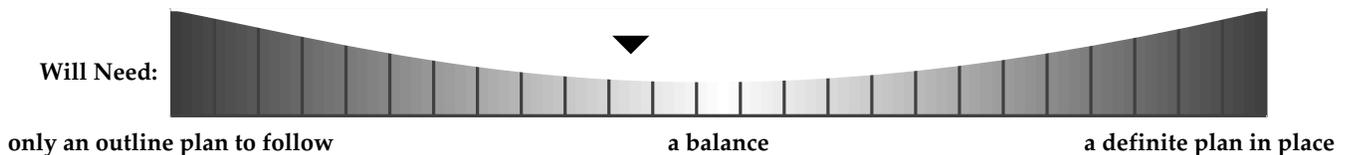
The Birkman word for this is *Structure*



Focusing your attention on methods and procedures, you place great value on policies which have been tried and proven. You recognize the importance of attending to detail, being generally careful and thorough.

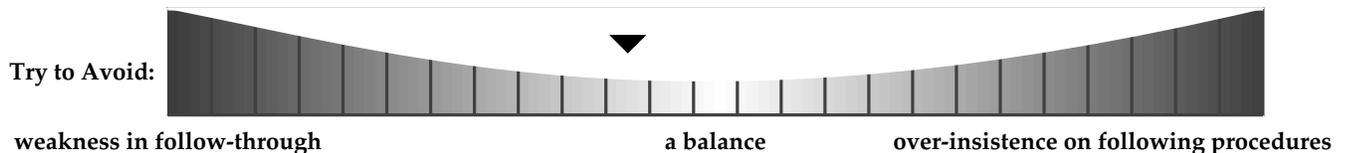
STRENGTHS

- systematic
- detail-oriented
- procedure-minded



NEED: Your activities should involve a balance of familiar and predictable situations with opportunities for expression of your initiative. In any case, it is important for you to maintain a sense of control.

CAUSES OF STRESS: When pushed to change your plan of action, you may experience more pressure than other people. Also, too much attention to details can cause you to lose sight of the broad objectives.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- de-emphasis on system
- over-controlling

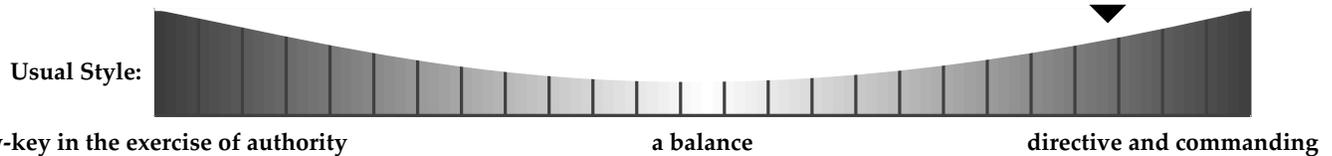
Strengths and Needs Graph

This Report Was Prepared For
 JOHN Q. PUBLIC
 LMC International, Inc.

BX6396

Your Personal Strengths and Needs Authority Relationships

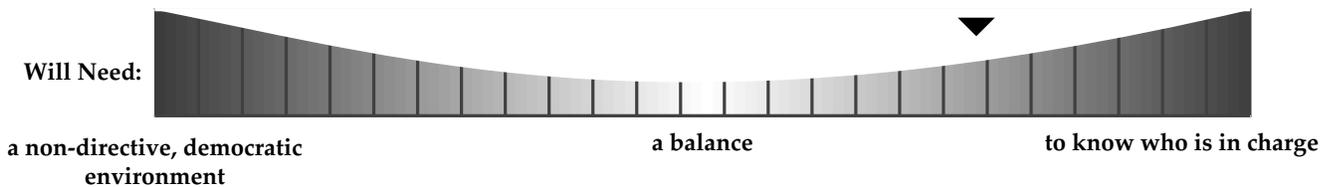
The Birkman word for this is *Authority*



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.

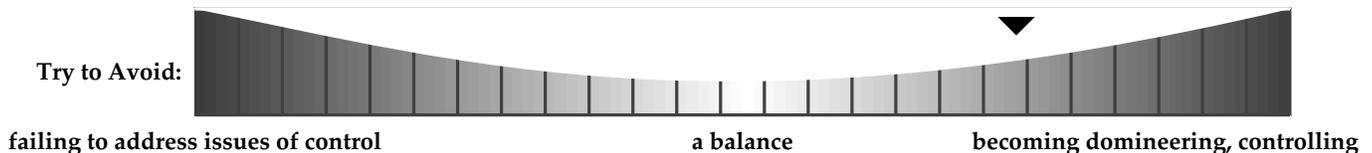
STRENGTHS

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



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.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- provocative statements
- undue assertiveness
- becoming bossy or domineering

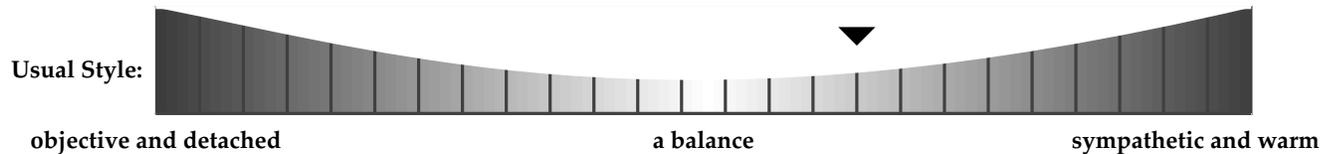
Strengths and Needs Graph

This Report Was Prepared For
 JOHN Q. PUBLIC
 LMC International, Inc.

BX6396

Your Personal Strengths and Needs Dealing with Emotions

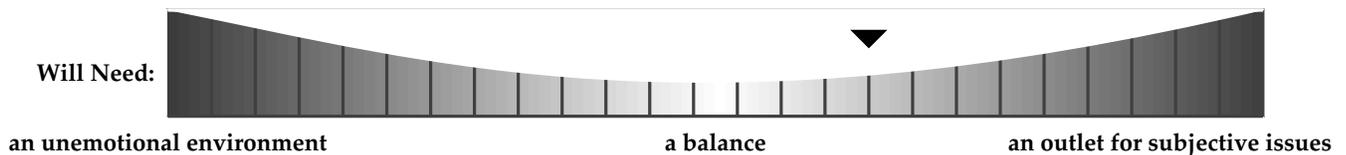
The Birkman word for this is *Empathy*



Basically, you prefer to strike a balance between cautious detachment and sincere emotional involvement. But you are able to move freely between those extremes, avoiding excessive emotionalism and complete detachment as well.

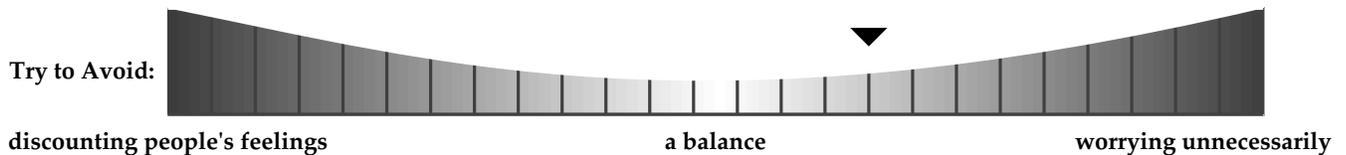
STRENGTHS

- objective, yet sympathetic
- warm, yet practical



NEED: You need a similar balance in your surroundings. You are at your best in the presence of people who can combine logic and practicality with a certain amount of sympathy and understanding for personal feelings.

CAUSES OF STRESS: Extremes in other people are likely to put some pressure on your own moderation. Too much emotionalism from others can add to your anxiety and tension; while you may tend to magnify your own problems when others are too detached.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- dejection
- becoming too impersonal
- loss of optimism

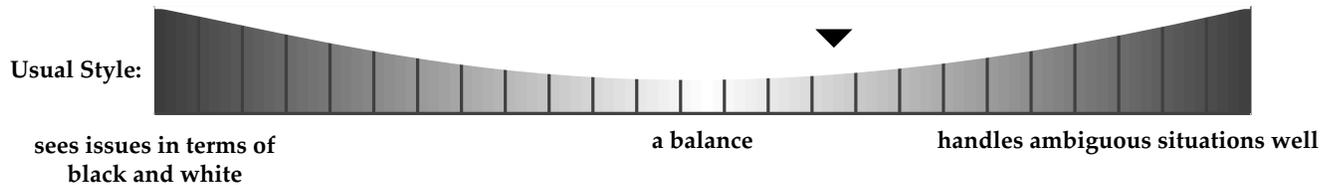
Strengths and Needs Graph

This Report Was Prepared For
 JOHN Q. PUBLIC
 LMC International, Inc.

BX6396

Your Personal Strengths and Needs Making Decisions

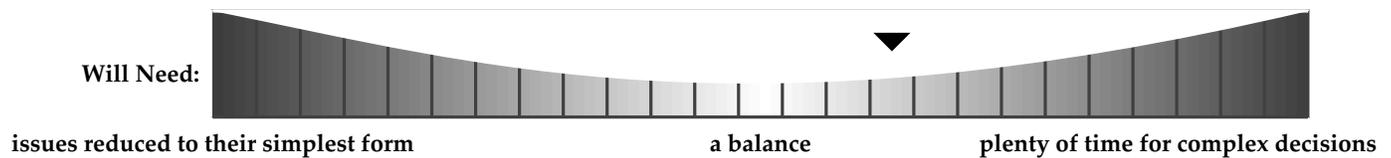
The Birkman word for this is *Thought*



With one eye on the future and one eye on the present, you tend to make decisions in a moderate but effective manner. You are definitely not impulsive, but you also recognize that you don't have to have all the data before you can make a decision.

STRENGTHS

- thoughtfully decisive
- considers future and immediate consequences



NEED: The moderate nature of your decision-making style indicates that you can be comfortable handling situations that require quick judgments and decisions, and problems that are more complex, as long as sufficient information is available for consideration.

CAUSES OF STRESS: On pressure assignments which require quick and decisive action, insecurity can make you overly cautious because you want to see all possibilities and consequences. On the other hand, you can become quite impatient waiting on decisions from others.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- delaying actions
- becoming too cautious

This Report Was Prepared For
JOHN Q. PUBLIC
LMC International, Inc.

BX6396

Relating to People Individually

Prefers to be direct and straightforward and is matter-of-fact; and has a need for people to be frank and unevasive in return.

Relating to People in Groups

Likes to think and work independently and enjoys working alone; and needs to be free from constant social demands and group pressures.

Systems and Procedures

Prefers organizing work according to some definite plan and values system and order; but needs to be offered some opportunities for personal initiative as well as organizational support.

Direction and Control

Likes to be self-assertive and actively enjoys supervising and directing others; and needs opportunities for forceful self expression against a background of firm direction and control.

Teamwork and Individual Competitiveness

Prefers to be competitive and resourceful; but nevertheless needs in general assignments which encourage a trusting, team-based approach.

Preferred Pace for Action

Likes to be very active and displays a high energy level; but needs an environment that offers opportunity for reflection as well as stimulating action.

Demands of Work

Responds well to difficult and demanding tasks and goals; and needs the stimulus of personally challenging life and work situations.

Involvement of Feeling

Prefers to be sensitive and sympathetic to the feelings of other people; and needs the support of an environment that is genuinely sensitive to people's feelings.

Dealing With Change

Likes to introduce a good deal of variety and novelty into personal routine; but needs a minimum of such change imposed by the environment or by other people.

Personal Independence

Prefers to exercise personal freedom and be spontaneous and individualistic; and needs an environment that offers plenty of opportunity for independence.

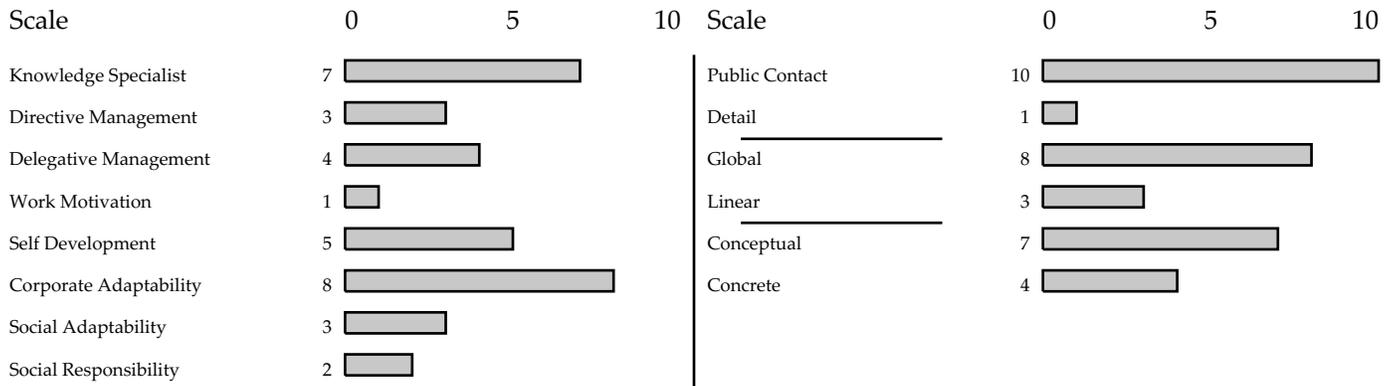
Action or Reflection

Likes to consider all possible alternatives before committing to a decision; and needs to be offered plenty of time for decisions.

Preferred Work Styles

This Report Was Prepared For
JOHN Q. PUBLIC
 LMC International, Inc.

BX6396



The following are descriptions of typical behaviors of High Scores (7-10).

Knowledge Specialist: Contributes and leads by utilizing personal expertise and knowledge to find solutions. Leads by example. This includes managers and executives who are leaders in technical, educational, consulting and other specialized fields.

Directive Management: Personal, direct involvement in problem solving, controlling and implementing. Leads from the front in exercising authority. Includes managers and executives in action-driven organizations.

Delegative Management: Utilizes plans and strategies. Arranges resources and assists co-workers and teams in dealing with resource and implementation issues. Includes managers and executives in plan-driven organizations.

Work Motivation: A positive attitude toward work; exhibits a responsible outlook toward work rules and assigned functions. Able to find value in most jobs/roles.

Self Development: A positive attitude toward personal growth and development; utilizes classic educational systems more than hands-on experience. Motivated to make contributions and exercise professional or managerial responsibility.

Corporate Adaptability: A positive commitment to relationships and organizational goals necessary for advancing in the organization and corporate structure/culture. Dedicated to and identifies with the corporate initiatives that require significant individual and team commitment.

Social Adaptability: Adaptability to people, social situations, corporate and legal rules. Positive attitudes toward others, ability to withstand extended stress. Meets unexpected changes in an optimistic, tolerant manner, extends trust to others easily.

Social Responsibility: Values and supports social conventions in own social group. Provides and supports stability in work, family, legal and social relationships.

Each pair below has a combined score of 11.

Public Contact: Prefers activities involving social contact. Seeks solutions through people. Focused on people being central to organizational effectiveness.

Detail: Concern for the procedural and detailed aspects of work. Focused on processes as central to organizational effectiveness.

Global: Problem solving that involves a relational and holistic process. Thinking and actions need not follow a set, sequential pattern.

Linear: Preference for activities and tasks that follow a logical, sequential analysis and process.

Conceptual: Utilizes abstract information, experience, intuition and knowledge to find fresh and imaginative solutions.

Concrete: Uses analysis and facts to solve problems. Emphasis is on concrete, immediate, visible results.

This Report Was Prepared For
 JOHN Q. PUBLIC
 LMC International, Inc.

BX6396

ORGANIZATIONAL FOCUS - INDIVIDUAL

The Organizational Focus shows you the best working environment for you. It's generated by determining how similar you are to people who work in four different work environments.

ORGANIZATIONAL FOCUS for : JOHN Q. PUBLIC

Similarity to others in this job arena:	Intensity	Intensity
Yellow - Admin/Fiscal		
Red - Operations/Technology		
Blue - Design/Strategy		
Green - Sales/Marketing		

Description of Organizational Focus (by color):

Red - Operations/Technology



- A work environment that emphasizes a practical, hands-on approach, usually with a tactical focus.
- A product-focused culture with strong emphasis on implementation.

Green - Sales/Marketing



- A work environment that emphasizes selling, promoting, directing, and motivating others.
- A communications-based culture designed to influence others.

Yellow - Admin/Fiscal



- A work environment that emphasizes standards, tracking, and quality assurance.
- A culture based on efficient procedures and policies.

Blue - Design/Strategy



- A work environment that emphasizes planning, innovating, and creating.
- A culture of ideas, usually with a strong strategic focus.

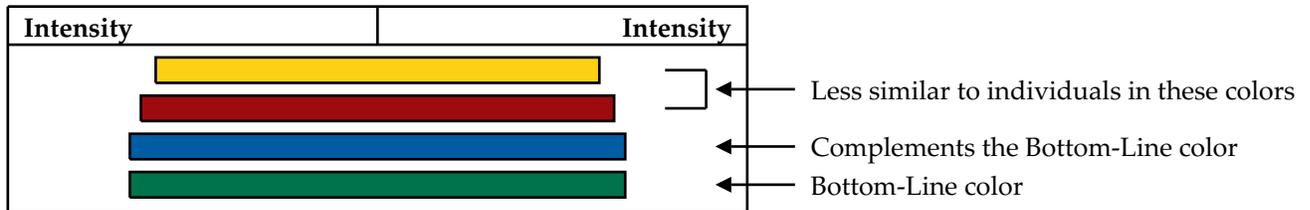
Organizational Focus - Individual

This Report Was Prepared For
 JOHN Q. PUBLIC
 LMC International, Inc.

BX6396

Rather than represent you in terms of your strongest Organizational Focus, we use all four. The color bars that describe your Focus may be of varying lengths: all long, all short, or a mixture.

The bottom color of the four is always the longest. The longer the bar, the more you are likely to identify with the work environment represented by that color.



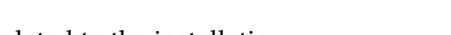
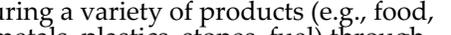
The second longest bar is your supporting color. It's less significant for you than your bottom-line color, but it will give you additional information about the work environment that fits you best.

The two remaining bars represent work environments which are likely to be less attractive for you, and where you are less likely to "fit".

This Report Was Prepared For
 JOHN Q. PUBLIC
 LMC International, Inc.

BX6396

JOB FAMILIES / JOB TITLES

Similarity to others in this Job Family	◀ Least Similar Most Similar ▶	The Job Titles you most closely matched within each Job Family
<p>Construction & Extraction</p>  <p>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.</p>		<p>Electricians Carpenters Supervisors Of Construction & Extraction Workers</p>
<p>Management</p>  <p>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).</p>		<p>General & Operations Managers Public Relations & Communication Managers Property Managers Food Service Managers Medical & Health Services Managers</p>
<p>Community & Social Services</p>  <p>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.</p>		<p>Social & Human Service Assistants Counselors & Therapists Directors (Religious Activities & Education)</p>
<p>Installation, Maintenance, & Repair</p>  <p>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.</p>		<p>Transportation Mechanics & Technicians Electrical & Electronics Repairers Telecommunications Equipment Installers & Repairers</p>
<p>Production</p>  <p>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.</p>		<p>Assemblers, Fitters, Finishers, & Calibrators Power, Gas, Chemical, & Waste Plant/System Operators Printing/Prepress Operators & Bindery Workers Industrial Production Managers Machinists</p>

This Report Was Prepared For
 JOHN Q. PUBLIC
 LMC International, Inc.

BX6396

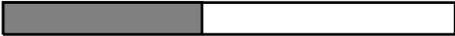
JOB FAMILIES / JOB TITLES

Similarity to others in this Job Family	◀ Least Similar Most Similar ▶	The Job Titles you most closely matched within each Job Family
<p>Engineering & Architecture</p>  <p>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.</p>		<p>Engineering Managers Petroleum Engineers Computer Hardware Engineers Mechanical Engineering Technicians Electrical Engineers</p>
<p>Healthcare Practitioner & Technician</p>  <p>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.</p>		<p>Medical & Health Services Managers Physicians Medical Technologists & Technicians</p>
<p>Sales & Related</p>  <p>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.</p>		<p>Supervisors Of Retail Sales Workers Marketing Managers Telemarketers Supervisors Of Non-Retail Sales Workers</p>
<p>Arts, Design, Sports, Media, & Entertainment</p>  <p>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.</p>		<p>Public Relations & Communication Managers Public Relations Specialists Graphic Designers</p>
<p>Legal</p>  <p>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.</p>		<p>Paralegals & Legal Assistants Litigation Lawyers (Win-Lose Outcomes) Corporate Lawyers (Consensual Outcomes)</p>

This Report Was Prepared For
 JOHN Q. PUBLIC
 LMC International, Inc.

BX6396

JOB FAMILIES / JOB TITLES

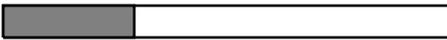
Similarity to others in this Job Family	◀ Least Similar Most Similar ▶	The Job Titles you most closely matched within each Job Family
Education, Training, & Library Teaching/training individuals or groups of people academic, social, or other formative skills using various techniques/methods. Duties may 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.		Education Administrators (Postsecondary) Secondary School Teachers (Except Special Education) Education Administrators (Elementary & Secondary)
Business & Finance 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.		General & Operations Managers Employment, Recruitment, & Placement Specialists Training & Development Managers Human Resources Managers Tax Preparers
Office & Administrative Support 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.		Property Managers Supervisors Of Office & Administrative Support Workers Human Resources Assistants Data Entry Keyers Office Clerks (General)
Healthcare Support 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.		Medical Assistants & Transcriptionists Nursing Aides, Orderlies, & Attendants
Protective Service 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.		Security, Police, & Fire Fighting Enforcement Managers Security Guards Supervisors Of Police, Fire Fighting, & Correctional Officers

This Report Was Prepared For
 JOHN Q. PUBLIC
 LMC International, Inc.

BX6396

JOB FAMILIES / JOB TITLES

Similarity to others in this Job Family	◀ Least Similar Most Similar ▶	The Job Titles you most closely matched within each Job Family
-----------------------------------------	-------------------------------------	----------------------------------------------------------------

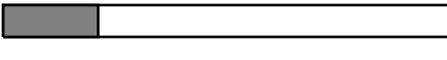
Farming, Fishing, & Forestry 

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.

Food Preparation & Serving-Related 

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.

Food Service Managers
 Bartenders
 Waiters & Waitresses

Building/Grounds Cleaning & Maintenance 

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.

Supervisors Of Maids, Janitors, & Groundskeepers
 Maids, Janitors, & Groundskeepers

Computer & Mathematical Science 

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.

Computer & Information Systems Managers
 Data Warehousing & Mining Analysts
 Operations Research Analysts & Statisticians

Life, Physical, & Social Science 

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).

Biological & Agricultural Technicians
 Natural Sciences Managers
 Microbiologists

This Report Was Prepared For
 JOHN Q. PUBLIC
 LMC International, Inc.

BX6396

JOB FAMILIES / JOB TITLES

Similarity to others in this Job Family	◀ Least Similar Most Similar ▶	The Job Titles you most closely matched within each Job Family
-----------------------------------------	-------------------------------------	----------------------------------------------------------------

Transportation & Material Moving



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.

Freight, Stock, & Material Handlers
 Supervisors Of Vehicle Operators
 Pilots

Personal Care & Service



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.

Child Care Workers & Home/
 Personal Care Aides
 Hairstylists, Manicurists, &
 Morticians

This Report Was Prepared For
JOHN Q. PUBLIC
LMC International, Inc.

BX6396

JOHN Q. PUBLIC:

In *working with others*, he is straightforward; he is primarily independent, and given to a few close, personal relationships.

When *giving or accepting direction*, he is self-assertive. He enjoys debate and active, participative discussion.

As to *competitiveness and stamina*, he is competitive and bottom line oriented; he prefers warm, genuine relationships; he feels defeated and dejected when relationships go awry. He is very strong-willed, demanding, sometimes unconsciously oppositional.

When *organizing or planning*, he questions everything. He won't blindly follow instructions unless the wisdom of doing so is obvious; he must maintain a sense of personal freedom. Cautious and thoughtful but usually comfortable with making decisions. He needs more time and information for important decisions.

Suggestions for coaching JOHN Q. PUBLIC:

Keep communications direct and impersonal. Be as straightforward as possible when giving praise, almost matter-of-fact. *Esteem*

Capitalize on his willingness to play devil's advocate. *Acceptance*

* Keep debates controlled and positive. *Authority*

* Provide a balance of team and individual goals. *Advantage*

Address the positive sides of issues. *Empathy*

* Provide him with difficult tasks, but help set reasonable, reachable goals. *Challenge*

* Freely explain the reasoning in making changes. *Change*

* Steer away from situations that are confining, restrictive or regulated. *Freedom*

Lead with a balance of thoughtfulness and decisiveness but be sure he has time to think about important decisions. *Thought*

*** Particularly significant; may impact other areas**