

Criterion	Birkman (TBM)	Your Test A	Your Test B
Meaningful <i>what it measures, matters</i>	<p>TBM measures a great deal (300+ datapoints per individual), but more importantly, it measures things that matter: what motivates you (broad areas and specific kinds of tasks); how you see yourself; how you perceive the world around you; how you will react to people and situations; and which people (who are successful and satisfied in very specific roles) do you most, and least, resemble.</p>		
Recognition <i>I can see myself in this mirror</i>	<p>As a Birkman Consultant, the thing I hear most often is “how did you know that? No one knows that about me!” The general level of recognition is so high, that as a consultant you can be confident that on those rare occasions when someone ‘pushes back’, they are flagging an area that is important to explore (in which they will most likely recognise themselves, once you have helped them ‘unpack the issue’.)</p>		
Empirical <i>data have been collected and scientific method has been applied</i>	<p>The Birkman Technical Manual (2008), and the biography of Dr Roger W Birkman (“A Man of Understanding”, 3rd edition 2014) both set out details of Birkman’s initial 12 years of data-collection, which produced the core Birkman Component scales, and of his collaboration with Dr Roy Mefferd (previously a collaborator on 16PF with Raymond Cattell). Mefferd applied statistical analysis to Birkman’s core data, then proceeded to develop the first set of statistically-derived scales. The research effort continues to today.</p>		

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<p>Predictive <i>given person x in situation y, z will, or is highly likely to, happen</i></p>	<p>Recruitment is one area in which this predictive power is shown to greatest effect: very often, how people ‘present’ at interview is little or no guide to the person you find yourself working with. Using Birkman, not only do you know how a person will perform in role, but you also know which questions to ask them in order to validate that. We regularly get calls from recruitment clients, asking “how did you know they would thrive / struggle in such and such a setting?”</p>		
<p>Explanatory <i>now I understand why I always do such and such</i></p>	<p>Birkman provides individuals with the hidden ‘bit in the middle’, between how they like to see themselves, and how they know they sometimes (or often) react. This piece - called Needs in Birkman terminology - allows the individual to start managing themselves with deep understanding, rather than just ‘keeping a lid on things’.</p>		
<p>Applicable <i>and now the rubber hits the road, with these practical applications</i></p>	<p>Birkman applications are endless, but include recruitment selection (internal and external), on-boarding, team building, coaching, communication, performance diagnosis and rectification, culture mapping, problem solving, employee engagement, equipping individuals to manage their own development, leadership development, M&A integration and so on.</p>		

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<p>Context-neutral <i>I am not going to ask you to 'place yourself' at home, work or on the beach</i></p>	<p>The deceptively simple Birkman Questionnaire defies most attempts to think 'contextually' - and there is no reason to try. I have had plenty of people tell me they thought their results might be skewed by the fact that they thought about a particular setting, but they soon recognise that what the report is measuring is true of them everywhere they go - it is just that different bits come into play (or under stress) in different settings.</p>		
<p>Calibrated <i>if you and I have the same score, we are the same</i></p>	<p>Finding people with exactly the same scores is relatively unusual, but people with similar Birkman scores in a specific area, behave in very similar ways - regardless of where they are from. Distributions and norms are slightly divergent between different countries, but far less than anyone ever expects. And a 99/10 on Social Energy (for example) is always someone who throws themselves into social settings but who needs time away from people, or gets frustrated.</p>		
<p>Social <i>we can look at people in the context of other people, as a whole</i></p>	<p>This notion of the "individual in their social context" has been 'baked in' to TBM, from the start. Dr Birkman didn't just interview and observe individuals, he worked with couples and groups of people. TBM may be the only instrument which captures these two dimensions concurrently and with such analytic power. As a result, individuals can readily identify why specific contexts work better or worse for them.</p>		

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<p>Stable <i>we don't need to retest people every 18-24 months</i></p>	<p>Birkman data is certainly stable at intervals from a few days out to five years (see the Birkman Technical Manual for more details). We have senior and C-level clients who are still using reports based on a questionnaire completed 15 to 20+ years ago, and getting cutting edge insights today. Birkman is the ultimate deploy once, use forever organisational tool.</p>		
<p>Versatile <i>we don't need different assessments for different applications</i></p>	<p>From the confusion I encounter, where HR BPs ask "but is this for recruitment, or coaching or team building or leadership development, or what?" I assume that this is unusual; but Birkman really does deliver the full gamut of organisational applications with a single instrument.</p>		
<p>Scaleable <i>we can look at every assessed person in a single, meaningful, synoptic view</i></p>	<p>Out of the box, Birkman Reports allow the combining of data from 1 to n individuals, both visually and in spreadsheet format. In our own practice we have extended that using Tableau to visualise this rich dataset in new ways for organisations.</p>		
<p>Conclusions</p>			

