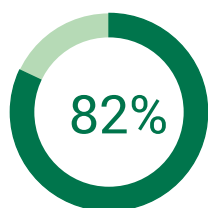


BIRKMAN INTERESTS

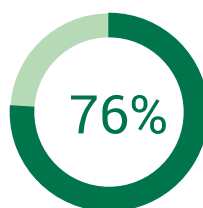


SOCIAL SERVICE

Helping, advocating for people

Activities include:

Teaching, counseling, volunteering

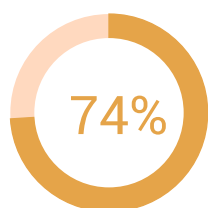


PERSUASIVE

Persuading, motivating, selling

Activities include:

Debating, influencing, promoting

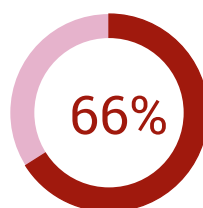


NUMERICAL

Working with numbers and data

Activities include:

Accounting, investing, analyzing

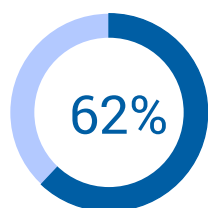


TECHNICAL

Hands-on work with technology and machinery

Activities include:

Programming, assembling, using gadgets

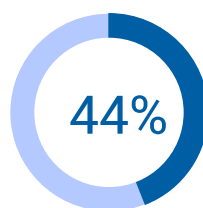


ARTISTIC

Creation, appreciation for arts, aesthetics

Activities include:

Painting, appreciating art, designing

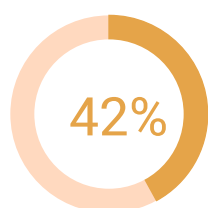


MUSICAL

Playing, singing or listening to music

Activities include:

Attending concerts, collecting and appreciating music

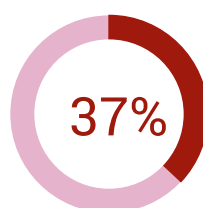


ADMINISTRATIVE

Systems, order and reliability

Activities include:

System tracking, record keeping, categorizing

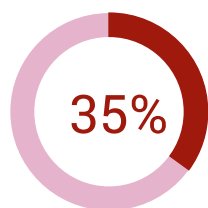


SCIENTIFIC

Research, analysis, intellectual curiosity

Activities include:

Investigating, exploring medicine, experimenting

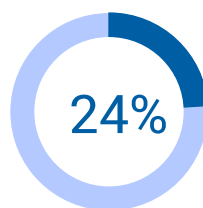


OUTDOOR

Work in an outdoor environment

Activities include:

Being outdoors, farming, gardening



LITERARY

Appreciation for language

Activities include:

Writing, reading, editing

BIRKMAN CAREER EXPLORATION REPORT

THIS REPORT WAS PREPARED FOR
JOHN Q. PUBLIC (BX6396)
DATE PRINTED | April 06 2020



CAREER EXPLORATION REPORT



Self-assessment is the first step in the career planning process. It can be a valuable tool for clarifying career direction, assisting in career transition and capitalizing on innate preferences that contribute to job satisfaction and success.

Your results have been generated from your responses to The Birkman Method® assessment. This comprehensive assessment measures behavioral traits, motivation, stress and occupational interests. The Birkman Method is backed by over 60 years of research and application.

Your Career Exploration Report is designed to give you a deeper understanding of yourself and the career options that are your best fit. Your report can help confirm career choices you are making, show you alternative career choices and build your personal awareness of the strengths, motivators and working environments that will help you succeed.

As you review your results, do not let them limit your career exploration. Rather, use your results as a guide for further exploring different career options that hold the highest potential for your success and well-being. With the assistance of a qualified career professional, you can develop career strategies and techniques to achieve your career goals.

CAREER EXPLORATION REPORT



You are unique. Your interests and behaviors define who you are and tell you how you are motivated. Imagine the possibilities if you were able to clearly communicate not only your skills, but also your most effective behavior for elevated performance.

The Birkman Career Exploration Report examines your relational characteristics from multiple angles and uses that information to highlight key career areas that will provide you with the greatest potential for success.

The first portion of your report explores four important dimensions of who you are:

Birkman Interests

What you like; activities you prefer

Usual Behavior

How you relate to the world around you; the behavior other people see

Needs

The support you need from others and the environment around you

Stress Behavior

Negative, reactionary behavior when frustrated and your needs are not met

CAREER EXPLORATION REPORT



THE COLORS OF THE BIRKMAN METHOD

To help simplify information, the Career Exploration Report uses colors throughout each area. This is to help you identify your own characteristics and also understand the differences that exist with each area. Since every individual is different, it is unlikely that you will see one color consistently throughout your report. Your unique color combination is the most important as it describes your unique attributes and provides a roadmap to reach your greatest potential.

BIRKMAN INTERESTS

RED	<ul style="list-style-type: none">• Implementing• Seeing a finished product• Solving practical problems• Working through people	<ul style="list-style-type: none">• Selling and promoting• Persuading• Motivating people• Counseling or teaching• Working with people	GREEN
YELLOW	<ul style="list-style-type: none">• Scheduling• Doing detailed work• Keeping close contact• Working with numbers• Working with systems	<ul style="list-style-type: none">• Planning• Dealing with abstraction• Thinking of new approaches• Innovating• Working with ideas	BLUE

USUAL BEHAVIOR

RED	<ul style="list-style-type: none">• Friendly• Decisive and energetic• Frank• Logical	<ul style="list-style-type: none">• Competitive• Assertive• Flexible• Enthusiastic about new things	GREEN
YELLOW	<ul style="list-style-type: none">• Orderly• Concentrative• Cautious• Insistent	<ul style="list-style-type: none">• Insightful• Selectively sociable• Thoughtful• Reflective• Optimistic	BLUE

CAREER EXPLORATION REPORT



NEEDS

RED	<ul style="list-style-type: none">• Encourage group interaction• Offer clear-cut situations• Give plenty to do• Be direct and logical	<ul style="list-style-type: none">• Encourage competition• Be assertive• Allow flexibility• Introduce novelty and variety	GREEN
YELLOW	<ul style="list-style-type: none">• Encourage an organized approach• Permit concentration on tasks• Offer an environment of trust• Be consistent	<ul style="list-style-type: none">• Offer individual support• Encourage expression of feelings• Allow time for reflection• Give time for difficult decisions	BLUE

STRESS BEHAVIOR

RED	<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	<ul style="list-style-type: none">• Are easily distracted• Distrust others• Become domineering• Fail to follow the plan	GREEN
YELLOW	<ul style="list-style-type: none">• Become over-insistent on rules• Resist necessary change• Are reluctant to confront others• May be taken in	<ul style="list-style-type: none">• Ignore social convention• Become indecisive• Find it hard to act• See the worst possibilities	BLUE

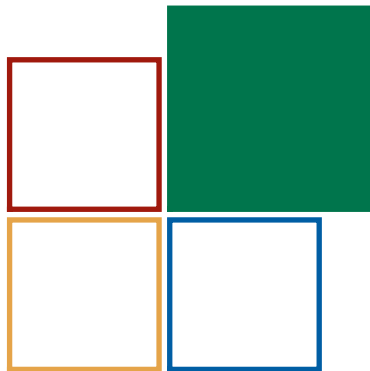
CAREER EXPLORATION REPORT



BIRKMAN INTERESTS

THE ACTIVITIES YOU ENJOY MOST

Your Birkman Interests indicate the type of work you enjoy, the hobbies that captivate you, and the activities that bring pleasure and fulfillment. Interest does not relate to talent or skill within any area, but is critical to finding a successful and satisfying career.



You will be drawn most heavily to job roles that involve:

- Helping Others
- Motivating and Persuading

Job functions you will be attracted to will allow for:

- Being an advocate for the people or volunteering for special projects to support advancement of social conditions
- Motivating and influencing others either through persuasion or education

Interests in the Green quadrant include:

- Selling and promoting
- Persuading
- Motivating people
- Counseling or teaching
- Working with people

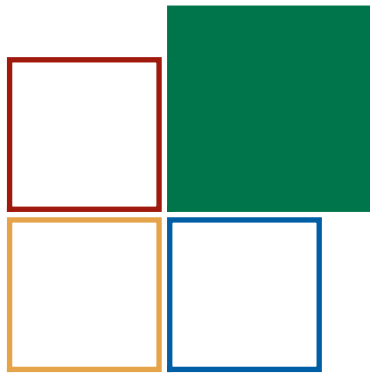
CAREER EXPLORATION REPORT



USUAL BEHAVIOR

HOW YOU RELATE TO OTHERS

Usual Behavior is the positive behavior we have learned to use as a means of achieving success. It is your own personal socialized behavior that you have learned works best for you and what others see as your strengths.



Usual Behaviors in the Green quadrant include:

- Competitive
- Assertive
- Flexible
- Enthusiastic about new things

Your Usual Behavior indicates that you are:

- Responsive and independent
- Flexible and enthusiastic

You may also tend to be:

- Selectively sociable
- Thoughtful
- Optimistic

In describing yourself, be sure to indicate:

- That you enjoy working with others
- That you persuade and motivate others toward action
- That you enjoy exploring the possibilities
- That you emphasize the benefits for the group, not just for yourself

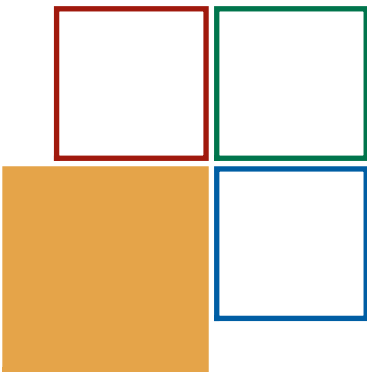
CAREER EXPLORATION REPORT



NEEDS

SUPPORT NEEDED FROM ENVIRONMENT AND OTHERS

Our Needs are a vital part of who we are, and perhaps the most important aspect of our personality. Our Needs describe how we want to be treated, supported and motivated. Our Needs must be met in order for us to exhibit our Usual Behavior.



Your Needs indicate that you prefer:

- Friendly, yet casual relationships
- Specific direction and control
- Demanding projects
- Defined scheduling

Needs in the Yellow quadrant include:

- Encourage an organized approach
- Permit concentration on tasks
- Offer an environment of trust
- Be consistent

To access these attributes within an organization, ask questions such as:

- How dynamic is the working environment? does change occur often?
- Are there set policies and procedures in place for operating?
- Will the position include having to address large groups of people?
- What types of support systems will be in place to help me be successful in this role?
- Describe the leadership style of the person to whom I will be reporting

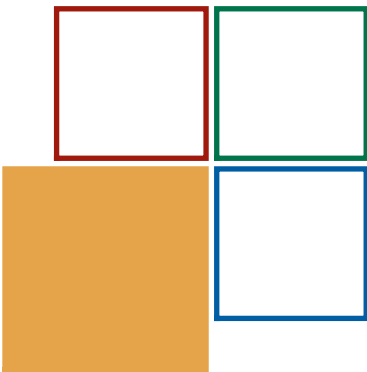
CAREER EXPLORATION REPORT



STRESS BEHAVIOR

NEGATIVE BEHAVIOR EXPERIENCED WHEN FRUSTRATED

Stress Behavior results when our Needs are not being met. Although it is completely natural for Stress Behavior to occur, it is often seen by others as negative, ineffective and quite costly in human terms.



Stress Behaviors in the Yellow quadrant include:

- Become over-insistent on rules
- Resist necessary change
- Are reluctant to confront others
- May be taken in

When frustrated and under stress, you may:

- Be over-controlling
- Become resistive to change
- Conform to prevailing thoughts
- Become quietly resistive
- Appear rigid

To manage this stress behavior when it occurs:

- Set proactive agendas that are yours rather than reacting to agendas set for you
- Experiment with small changes in plans so you can more readily adapt to larger changes
- Practice new, cutting-edge approaches on familiar tasks
- Avoid withdrawing to avoid conflict, express your thoughts persuasively
- Risk a little by trying new innovative approaches

CAREER EXPLORATION REPORT



SUMMARY

In any career journey it is important to use information regarding your behavior and motivations in conjunction with your skills, knowledge, abilities, and values to find the ideal career that lets you reach greatest potential.

REMEMBER THESE KEY POINTS WHEN ASSESSING FUTURE ROLES AND CAREERS

BIRKMAN INTERESTS

Seek out roles that incorporate activities that allow you to:

SELL AND PROMOTE
PERSUADE
MOTIVATE PEOPLE
COUNSEL OR TEACH
WORK WITH PEOPLE



USUAL BEHAVIOR

Your style when relating to others and accomplishing tasks is:

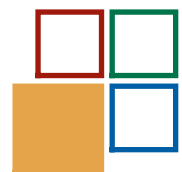
ASSERTIVE
COMPETITIVE
FLEXIBLE
SPONTANEOUS
ADVENTUROUS



NEEDS

To be productive, make sure the environment around you:

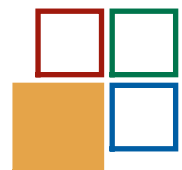
ENCOURAGES AN ORGANIZED APPROACH
PERMITS CONCENTRATION ON TASKS
OFFERS AN ENVIRONMENT OF TRUST
IS CONSISTENT



STRESS BEHAVIOR

Under stress you may:

BECOME OVER-INSISTENT ON RULES
RESIST NECESSARY CHANGE
BE RELUCTANT TO CONFRONT OTHERS
BE TAKEN IN

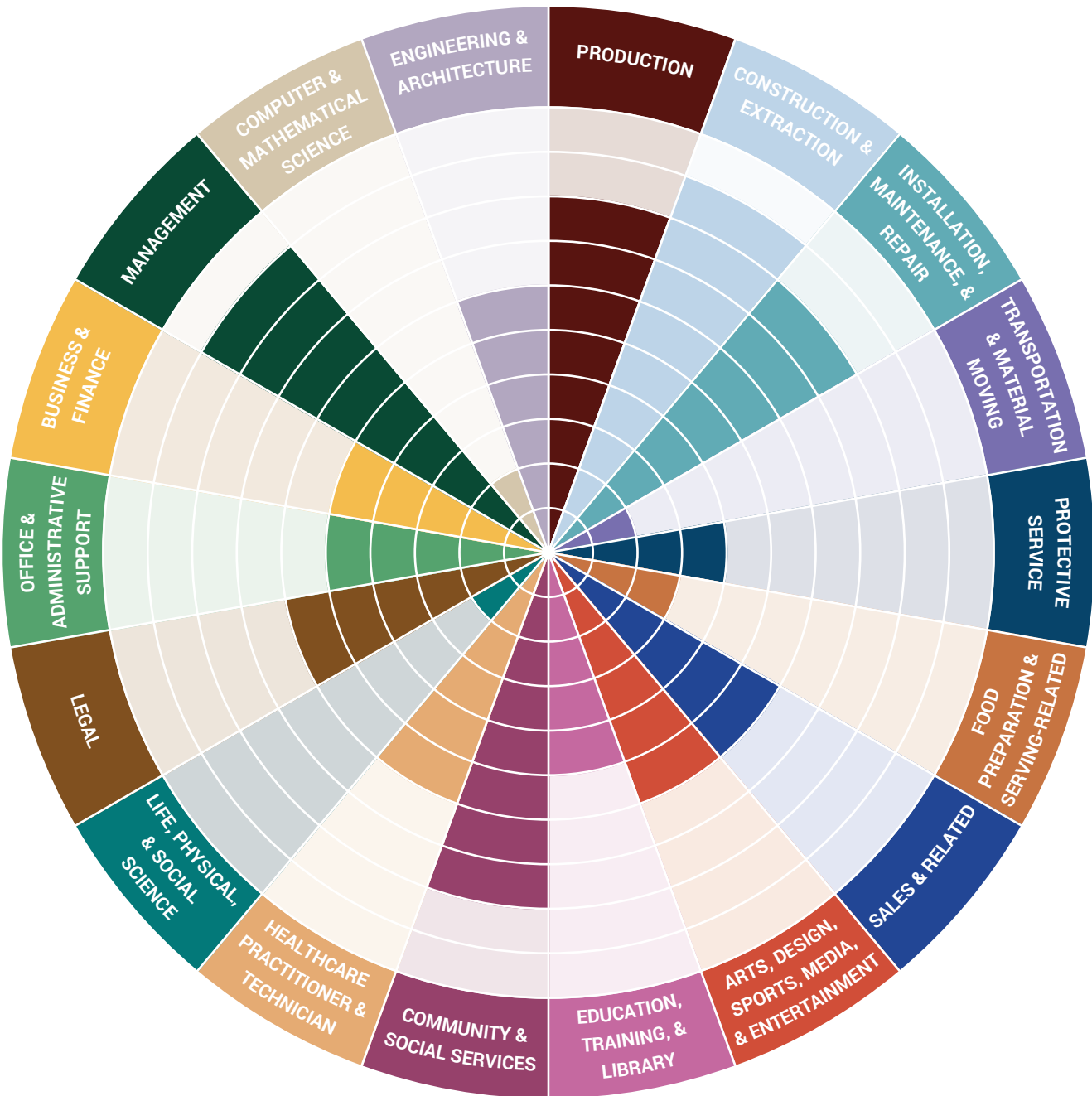


CAREER EXPLORATION REPORT



JOB FAMILIES

The Job Families section is a detailed profile analysis comparing your degree of match to successful individuals in various Job Families and Job Titles. Each Job Family is based on multiple profiles that have been created by examining individuals in similar roles that have demonstrated success. Your scores are determined by comparing you to those profiles to identify the environments that offer the greatest potential of success. The overview below displays your strongest career options that have the best potential fit for you.



CAREER EXPLORATION REPORT



JOB FAMILIES / JOB TITLES






This section takes an in-depth look at the specific jobs you look most and least similar to within each of the Job Families. When online, click on the hyperlinked Job Titles to visit the US Department of Labor website where you can explore each Job Title in more detail.

Construction & Extraction		<ul style="list-style-type: none">• Electricians• Carpenters• Supervisors Of Construction & Extraction Workers
Management		<ul style="list-style-type: none">• General & Operations Managers• Public Relations & Communication Managers• Property Managers• Food Service Managers• Medical & Health Services Managers
Community & Social Services		<ul style="list-style-type: none">• Social & Human Service Assistants• Counselors & Therapists• Directors (Religious Activities & Education)
Installation, Maintenance, & Repair		<ul style="list-style-type: none">• Transportation Mechanics & Technicians• Electrical & Electronics Repairers• Telecommunications Equipment Installers & Repairers
Production		<ul style="list-style-type: none">• Assemblers, Fitters, Finishers, & Calibrators• Power, Gas, Chemical, & Waste Plant/System Operators• Printing/Prepress Operators & Bindery Workers• Industrial Production Managers• Machinists

CAREER EXPLORATION REPORT








JOB FAMILIES / JOB TITLES

Engineering & Architecture 	<ul style="list-style-type: none"> • Engineering Managers • Petroleum Engineers • Computer Hardware Engineers • Mechanical Engineering Technicians • Electrical Engineers
<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>	
Healthcare Practitioner & Technician 	<ul style="list-style-type: none"> • Medical & Health Services Managers • Physicians • Medical Technologists & Technicians
<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>	
Sales & Related 	<ul style="list-style-type: none"> • Supervisors Of Retail Sales Workers • Marketing Managers • Telemarketers • Supervisors Of Non-Retail Sales Workers
<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>	
Arts, Design, Sports, Media, & Entertainment 	<ul style="list-style-type: none"> • Public Relations & Communication Managers • Public Relations Specialists • Graphic Designers
<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>	
Legal 	<ul style="list-style-type: none"> • Paralegals & Legal Assistants • Litigation Lawyers (Win-Lose Outcomes) • Corporate Lawyers (Consensual Outcomes)
<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>	

CAREER EXPLORATION REPORT



JOB FAMILIES / JOB TITLES

Education, Training, & Library 	<ul style="list-style-type: none"> • Education Administrators (Postsecondary) • Secondary School Teachers (Except Special Education) • Education Administrators (Elementary & Secondary)
<p>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.</p>	
Business & Finance 	<ul style="list-style-type: none"> • General & Operations Managers • Employment, Recruitment, & Placement Specialists • Training & Development Managers • Human Resources Managers • Financial Analysts
<p>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.</p>	
Office & Administrative Support 	<ul style="list-style-type: none"> • Property Managers • Supervisors Of Office & Administrative Support Workers • Human Resources Assistants • Data Entry Keyers • Office Clerks (General)
<p>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.</p>	
Healthcare Support 	<ul style="list-style-type: none"> • Medical Assistants & Transcriptionists • Nursing Aides, Orderlies, & Attendants
<p>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.</p>	
Protective Service 	<ul style="list-style-type: none"> • Security, Police, & Fire Fighting Enforcement Managers • Security Guards • Supervisors Of Police, Fire Fighting, & Correctional Officers
<p>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.</p>	

CAREER EXPLORATION REPORT



JOB FAMILIES / JOB TITLES

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 Housekeeping, Janitors, & Groundskeepers
- Housekeeping, 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

CAREER EXPLORATION REPORT



JOB FAMILIES / JOB TITLES

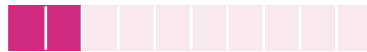
Transportation & Material Moving



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



YOUR STRENGTHS

Now let's identify the strengths that make you uniquely you. These strengths were generated based on your Birkman Interests scores and Birkman Component scores. Carefully read each statement and check the ones that are most significant to you.

- ☐ You like influencing people directly, persuading them to your point of view or training them
- ☐ You enjoy and can be effective at helping other people and making their lives better or more productive
- ☐ You enjoy working with numbers, or being involved with tasks that involve the use or manipulation of numbers
- ☐ You are straightforward and find it fairly easy to speak your mind, even with superiors
- ☐ You are structured and organized in your thinking and approach, and you bring these tendencies to the work you do
- ☐ You tend to be something of a natural authority figure; you can take charge when there seems to be a lack of leadership
- ☐ You are competitive, and are prepared to work hard in order to be the best
- ☐ You have a high energy level, and like to be busy doing things rather than thinking about them
- ☐ You like to have plenty of variety in your work, and to have more than one task to do at a time



YOUR LEADERSHIP STYLE

The following statements are generated from your Component Usual and Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

- ☐ An unselfconscious leader, direct and to the point, you prefer others to be frank with you
- ☐ Strongly directive and commanding, you need to see a similarly authoritative figure in others
- ☐ A reflective leader, at home in ambiguous or complex situations



THE EFFECT OF INTERESTS ON YOUR WORK

The following statements are generated from your Birkman Interests scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

- ☐ You have an above-average affinity for numbers. Work in the area of computers or financial services and products would be worth exploring
- ☐ You have above-average interest in promoting ideas, products, or services
- ☐ You have an unusual combination of promotional interest and an affinity for numbers. You might be effective in pre-sales or post-sales work, selling financial products or services, or positions which involve some accounting work with selling activities
- ☐ You are likely to respond well to positions which involve helping people
- ☐ You are more interested in work which helps other people than might be suspected from the rest of your interests
- ☐ You are more attuned to working with numbers than people who share your general interests
- ☐ You are not likely to be interested in positions which involve reading or writing



HOW YOU APPROACH JOB INTERVIEWS

The following statements are generated from your Component Usual, Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

SECTION A: When you are at your best in the interview

- ☐ You respond directly and unselfconsciously to questions
- ☐ You are most comfortable when the interview follows a structured format rather than being casual or informal
- ☐ You are not afraid to express your differences with the interviewer
- ☐ You are not afraid to discuss remuneration issues, particularly where these are related to competitive achievement
- ☐ You are likely to come across in the interview process as an energetic candidate
- ☐ You may well address two or more topics at the same time during the interview process

SECTION B: When you are less at ease in the interview

- ☐ You can be too direct and straightforward
- ☐ You may fail to respond adequately to social cues in the interview process
- ☐ You may become unexpectedly domineering, particularly if annoyed by some aspect of the interview
- ☐ You may appear overly eager when money matters are raised
- ☐ You may start addressing another topic before fully answering the question that was asked

SECTION C: Preparing for the interview

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



HOW YOU APPROACH JOB INTERVIEWS

- ☐ You should be prepared to be courteous if the interviewer is attempting to put you at ease
- ☐ You should remember that you may need to show social abilities if there is an interviewing panel or if the interview is conducted in a social setting
- ☐ You need to keep calm even if you feel provoked in some way during the interview process
- ☐ You should be prepared for an interviewer to ask some unrelated question while you are still answering the previous question



YOUR JOB SEARCH

The following statements are generated from your Component Usual, Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

SECTION 1: Approaching your job search

- ☐ Directly ask those you know for networking contacts
- ☐ Use your organizing approach and follow a structured plan as you pursue your job search
- ☐ Ideally, find a job that allows you to be competitive and to be paid on results
- ☐ If possible, actively start your job search as soon as you can
- ☐ You will feel you are achieving most if you pursue several different lines of inquiry at the same time

SECTION 2: When the job search becomes stressful

- ☐ Under pressure, you can be a little too terse
- ☐ You are tempted to withdraw or hide when things get tough
- ☐ You have a tendency to focus too much on what the job pays and not enough on things like work conditions
- ☐ You can find it hard to sit still and concentrate on what you committed to do, because it is easier to keep trying something new

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

- ☐ Seek the support of friends who will be direct and straightforward with you
- ☐ One or two close supporters are more beneficial to you than a group of more casual friends
- ☐ Stay away from distractions

YOUR ACTION PLAN



TIP: You can type in the fields and save this PDF.

After reviewing this profile, what key points or insights did you gain about yourself or others? What might be the most relevant or valuable to you at this time?

What commitments, lessons learned, or areas for further exploration might you have?

Key Insights

Relevant Actions

Dates

What strengths could you build on? What areas could you develop?

Build

Develop

Who would benefit from knowing this information? What content could be most beneficial to share? Do you have a timeline to share these insights?

Who will you share this with?

What will you share?

By when will you do it?

How will you hold yourself accountable in continuing to learn and seek feedback?