BIRDS OF DIFFERENT FEATHERS

WORK STYLE ASSESSMENT

BJ Gallager

Peacock Productions

Presented By

Dianne Reed, B.S., M.A., Ed.D.
Birds of Different Feathers...

SHOW YOUR TRUE COLORS!

Birds and People

Most birds have feathers of different colors on different parts of their bodies – rarely are they the same color all over. They may have brightly colored feathers, which they display to catch others’ attention, and they may have softer colored feathers to help them blend into their surroundings. Some feathers are stark and vivid, while others are subtle and muted.

Human beings are like birds – have different aspects of our personalities – that are complex and multifaceted. We may be hawk-like in some ways, and owl-like in others. Or we may act like a dove most of the time, and occasionally flash our tail feathers like an elegant peacock. Most of us do not act the same way all of the time in all situations.

Part 1: Personal Work Style Assessment

This personal work style assessment gives you an opportunity to analyze your own “bird style” at work, and to see how you “show your true colors” on the job. Think about how you typically act, talk, and interact with others at work. Think about how you would describe your usual work style. Keep your mind focused on your job and your typical approach to work situations as you complete this assessment.
Part 2: Organizational Work Style Assessment

It is as important to understand the "bird style" of your organization as it is to know your own personal style. This assessment is designed to help you think about where you work, with an eye to enhancing your effectiveness on the job.
"Birds of Different Feathers"

Work Style Assessment

Directions

This "Birds of Different Feathers" work style assessment has groups of words in rows. As you read across each row, decide how well each group of words describes how you behave at work.

Please rank each group of words in the order you feel they apply to you using the following scale:

4- most like me
3- a lot like me
2- somewhat like me
1- least like me

Sample:

No-nonsense; Blunt – 3 animated; Colorful – 4 Sensitive; Caring – 2 Quiet; Thoughtful - 1

(A lot like me) (Most like me) (Somewhat like me) (Least like me)

This is a "forced-choice" assessment. That is, you must choose between the groups of words in each row, even if you feel like some words describe you equally well. You can’t have a "tie" between words. Use each number (1-4) only once in each row, even though choosing might be difficult in some cases.
Personal Work Style Assessment

4- most like me
3- a lot like me
2- somewhat like me
1- least like me

1. Rank each row using the scale above.

2. After ranking all the rows, add each column and enter the totals below.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive; Intense</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct; To the Point</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Like to “tell” others what to do</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No-nonsense; Blunt</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Results-oriented; Take-charge</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Daring; Bold; Risk-taker</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Directing; Controlling</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creative; Impulsive</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Talkative; Lively</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Like to “sell” others on ideas and projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Animated; Colorful</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charming; Magnetic</td>
<td></td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Dramatic; Emotional;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inspiring; Visionary</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cooperative; Relaxed</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friendly; Casual</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Like to “do” the work collaboratively</td>
<td></td>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Sensitive; Caring</td>
<td></td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Warm; Flexible</td>
<td></td>
<td></td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Dependable; Empathic;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team player Facilitator</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thorough; Detailed</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Specific; Precise</td>
<td></td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Like to “think” things through thoroughly</td>
<td></td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quiet; Thoughtful</td>
<td></td>
<td></td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Logical; Analytical</td>
<td></td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Determined; Rational;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task-oriented; Seek data</td>
<td></td>
<td></td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

TOTAL: 9A 13B 21C 27D
Scoring

To discover your “bird style” please transfer your column scores from page 3 to the corresponding spaces below.

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>A</td>
<td>13</td>
<td>B</td>
</tr>
<tr>
<td>21</td>
<td>C</td>
<td>21</td>
<td>D</td>
</tr>
</tbody>
</table>

“Bird Style”  Hawk  Peacock  Dove  Owl

Your highest score represents your strongest bird characteristic; your lowest score represents the bird that you are least like.

If you have two or more scores that are “tied” for highest score, think about the two birds and see if you identify more with one than the other. If so, then use that as your dominant bird style. Use this same sort of thoughtful reflection if your two middle scores are tied, or your two lowest scores are tied. You should consider these as work style tendencies, not definite characteristics.

Your scores might also change over time; and they might change if or when you change jobs or organizations.

My strongest bird style is **Owl**

The second strongest aspect of my bird style is **Dove**

I have some of this bird style **Peacock**

I have very little (or none) of this bird style **Hawk**
What Kind of Unique Bird Are You?

Now that you have assessed your unique combination of bird characteristics, you can see that you probably are not just one kind of bird, but rather, have aspects of all four bird types.

Most people have one dominant bird style that they use the most – it feels natural to them and it has made them successful in their jobs in the past. Some people have two equally strong aspects to their work style and feel comfortable in both bird styles.

And a few people are equally divided among all four bird styles – this may mean that they have fully developed all the flexibility and potential in each of the styles so that they can work easily with any type of bird in any situation. (Or, it may mean that they are uncertain about their own style or how they should behave at work.)

This booklet provides information to help you understand how these characteristics can help you learn more about yourself, and understand how to work effectively with others.

After you have reviewed your style, read each of the other bird descriptions so you can appreciate the styles of the others in your “nest.”
HAWK

Your strength is delivering results.

If your highest score is Hawk, you are a natural born leader. You like it best when you are in charge and in a position to get things done quickly.

- You tend to speak quickly and directly – you are not one to “beat around the bush.”
- You don’t like small talk, but rather prefer to discuss what you want to achieve and the results you are going to accomplish. You often begin sentences with “I will...” or “I can...”
- Hawks thrive on change, stimulation, challenge work assignments, and high pressure.
- You work fast, and get impatient when things aren’t progressing as quickly as you’d like.
- You set lots of goals, and like to work on several projects at once.
- Your chief desire at work is to be productive, deliver results quickly, and make an impact on your organization.
As a Hawk you tend to:

Think a lot about: Results, achievement
Value in others: Productivity
Enjoy: Competition, pressure, challenging work
Dislike: Wasting time
Have trouble dealing with: “Fuzzy thinkers,” ambiguity, uncertainty
Express anger: Aggressively
Embarrassed by: Others getting “too personal” with you
Want to be appreciated for: Your accomplishments
Like to be rewarded with: More authority, power, control, status

To increase your effectiveness with others who are different from you:

- Work to become more patient and a better listener.
- Others may not move at your same speed, and need more time to process information and adjust to change.
- Take time to show people that you care about them and their concerns.
- Learn to give clearer instructions when you need something from other people.
- You may need to “soften your style a bit to avoid hurting other people’s feelings.
PEACOCK

Your strength is creativity and building relationships.

If your highest score is Peacock, you are lively and entertaining. You like it best when you are the center of attention, stimulating others to have fun.

- You tend to speak quickly, in an animated style – you are not one to hide your feelings, especially when you’re excited.
- You love telling stories, relishing all the colorful details, and holding others’ attention with your dramatic style. You often begin sentences with “I want…”
- Peacocks thrive on change, stimulation, novelty, creative projects, and fun.
- You work quickly, and get impatient when things get too routine or boring.
- You need a lot of freedom from structure and rules, and think of yourself as a “big picture” person who doesn’t want to be bothered with the details.
- Your chief desire at work is to make contributions to others, create many alternative solutions to problems, and make work as interesting and as fun as possible for yourself and others.
As a Peacock you tend to:

Think a lot about: Vision, dreams, aspirations
Value in others: Self-expression, creativity
Enjoy: Challenging work, stimulation, novelty, fun
Dislike: Being bored
Have trouble dealing with: Rules and authority figures
Express anger: By getting frustrated and/or attacking
Embarrassed by: Being criticized for “showing off”
Want to be appreciated for: Your uniqueness, creativity and contribution
Like to be rewarded with: Attention, recognition, applause

To increase your effectiveness with others who are different from you:

- Work to become less impulsive and think through what you want to accomplish before you act.
- You could benefit from managing your time better and becoming more organized.
- Peacocks especially benefit from talking less and listening more.
- Your exuberance can sometimes overwhelm others, so it can be helpful to contain your energy and enthusiasm to allow others to express themselves and share in the spotlight.
- Learn to summarize and be succinct, rather than wanting to tell all the juicy details in every situation.
DOVE

Your strength is your flexibility and teamwork.

If your highest score is Dove, you are a natural team player. You are well-liked and respected, both for your good work and your easy style.

- You tend to speak indirectly and often solicit the opinions of others. You are not one to assert yourself over others.
- You share your perceptions and feelings with others, but only after you have asked them what they think or feel. You often begin sentences with “I feel…” or “It seems to me we could…”
- Doves thrive on collaboration, cooperation, team projects, group activities, mutual support, and peaceful togetherness.
- You are rarely in a hurry, and work at a steady, even pace. You don’t like pressure and you need some time to adjust to change.
- You prefer to work with others, and often take on the role of peacemaker, since you don’t like conflict or confrontation.
- Your chief desire at work is to be a part of a harmonious, productive team.
As a dove, you tend to:

*Think a lot about:* Other people and relationships
*Value in others:* Thoughtfulness, sensitivity, caring
*Enjoy:* Collaboration, teamwork
*Dislike:* Conflict, tension, confrontation
*Have trouble dealing with:* Being overlooked or ignored
*Express anger:* Become conciliatory and/or upset
*Embarrassed by:* Being challenged by assertive others
*Want to be appreciated for:* Your participation, being of service
*Like to be rewarded with:* Acceptance, being liked, being needed

To increase your effectiveness with others who are different from you:

- You can work to become clearer about your own opinions and ideas and express them more assertively.
- Sometimes conflict or confrontation can be positive and constructive.
- You can grow professionally by developing your tolerance for honest disagreements and healthy debate.
- Become more comfortable with change and uncertainty, and be ready to take on leadership roles when the situation is appropriate.
OWL

Your strength is your practicality and attention to details.

If your highest score is Owl, you are objective, analytical, and logical. You like it best when you have plenty of data and information from which to make informed decisions.

- You tend to speak somewhat slowly and indirectly, with a great deal of thought and reflection.
- You don’t like small talk, but rather prefer objective discussions involving facts, numbers, and data. You often begin sentences with “I think…” or “The data indicate…”
- Owls thrive on lots of information - timely and accurate.
- You work in a steady, methodical manner. You are thorough and attentive to detail, and follow step-by-step procedures in sequence. You prefer to focus on one project at a time.
- You are well organized, with to-do lists, information at your fingertips, and a neat work area.
- Your chief desire at work is to produce thorough, high-quality work, exercising good judgment in all situations.

Owl - see black & white

To make perfect drags!
As an Owl you tend to:

Think a lot about: Facts, details
Value in others: Good judgment
Enjoy: Having plenty of accurate information
Dislike: Making mistakes, being wrong
Have trouble dealing with: Those who want quick, simple answers
Express anger: Calmly, rationally
Embarrassed by: Others’ impatience with thoughtful analysis
Want to be appreciated for: Your high quality work
Like to be rewarded with: More responsibility, autonomy

To increase your effectiveness with others who are different from you:

- You can focus more on the big picture and the end result, rather than getting too caught up in details.

- Your attention to quality is good, but sometimes perfection is a barrier to getting things done quickly.

- Try to be more flexible and open, particularly in responding to change.

- Your planning skills are excellent, and a little more spontaneity could bring you some helpful balance into your work style.
BIRDS OF DIFFERENT FEATHERS... FLOCKING TOGETHER!!!

Compare your unique "bird" profile with others in your work group or team. Understanding your own work style, as well as the work styles of others you work with can help all of you in being more productive and successful in your interactions.

The more you know about yourself, the more you can appreciate how other people see you and why they react to you the way they do. The more you know about others, the more you can understand and appreciate the ways in which they may be different from you, as well as the ways in which you may be similar. As you learn more about others, you can become more effective in varying your communication style so that they can "hear" your message – and the more you can utilize appropriate forms of recognition and appreciation to meet their motivational needs.

"The Platinum Rule"

"TREAT OTHER PEOPLE THE WAY THEY WANT TO BE TREATED!"
Improving Work Relationships with Hawks

- Communicate with Hawks directly and succinctly. Get to the bottom line – don’t drown them in details. Tell them what needs to be done, but let them figure out how best to do it. Give them choices and options. Let them feel in control.

- Don’t micro-manage a Hawk! Over-supervising a hawk is the equivalent of “clipping his or her wings.” Hawks fly best with a lot of freedom and autonomy.

- Give hawks lots of challenging work to do. They are excellent at multi-tasking and can handle many projects at once. They thrive on pressure and change, and have a low tolerance for boredom.

- Hawks are builders, creators, generator of ideas for the future – they generally do not like long term “maintenance” projects.

- Hawks prefer to be in leadership positions, and may not be as good at being “followers” as they are leaders. Because they like to be in control of themselves and others, they will aspire to positions where they can be in charge. They are usually ambitious and will rise to the highest level possible with their ability and talent.
Improving Work Relationships with Peacocks

- Peacocks want and need a lot of attention. They are informal and like to chit-chat, establishing rapport before getting down to business. Peacocks need time to talk and the opportunity to share their perceptions and feelings with you. It is always best if you can give them your full attention.

- Peacocks need a lot of freedom and autonomy – they chafe with too many rules or too many details to be concerned with. Peacocks like “the big picture,” especially if they can be involved in creating it themselves. Peacocks bore easily, and need lots of change, stimulation, and novelty to keep their attention level and energy high.

- Give Peacocks interesting, challenging work to do – projects that will stimulate their imagination and creativity. Give them an opportunity to work with other people – they often bring out the best in others and inspire people with their vision and contagious enthusiasm.

- Peacocks are natural “cheerleaders” and thrive on the creativity energy of groups. Give them opportunities to shine, to be a star, to bask in the appreciation and applause of others.
Improving Work Relationships with Doves

- Communicate in an informal manner with Doves. Be agreeable and relaxed – they don’t respond well to confrontation or conflict.

- When implementing change, give Doves plenty of time to adjust to the changes. Don’t hurry or confront them, if you can avoid it.

- Doves want and need to feel included. Ask them opinions, their perceptions. Be considerate of their feelings. Be polite and thoughtful. Make them feel special and let them know you appreciate them.

- Doves are natural team players and are a valuable asset to any group project. Let them know how much confidence you have in them and how much you value their participation. They are cooperative and work well with all the other “bird” styles.

- Don’t criticize or embarrass a Dove in front of other people. They are very sensitive and care deeply what other people think of them.

- Doves are steady workers and will see projects through to the end. They are “solid citizens” who are committed to the goals of the group and everyone sharing in the fruits of success.
Improving Work Relationships with Owls

- Communicate with Owls in a logical, rational manner. Be precise in your communication, and give Owls accurate facts, figures, and other data. Tell them exactly what you want them to do, and by when. And in turn, tell them exactly what you will do, and by when.

- Owls are great at quality control. They are attentive to detail, and will make sure that things are done right.

- They especially appreciate it if you ask for their judgment on issues within their area of expertise. They take pride in being practical and sensible.

- Do not be vague, emotional, inconsistent, or irrational when interacting with an Owl. Also, do not be too informal. Owls want work relationships that are business-like and professional.

- Owls are thorough and comprehensive in their approach to everything. They will make sure that all the t’s have been crossed and the i’s dotted.

- Owls need plenty of time to adjust to change, and will be very concerned with the “how” of change, in addition to the “what” of change.

- Owls will respond well when they can be given autonomy and the opportunity to exercise their best professional judgment.

- Compliment them on the quality of their work and they will continue to produce first-rate results.