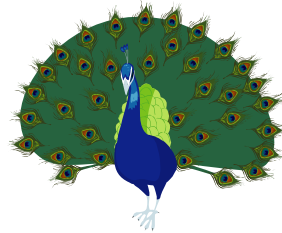


*BIRDS OF
DIFFERENT
FEATHERS*



WORK STYLE ASSESSMENT

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SCORING

To discover your "bird style" please transfer your column scores from page 3 to the corresponding boxes below.

	A	B	C	D
	[]	[]	[]	[]
"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 definitive characteristics.

Your scores might also change over time; and they might change if or when you change situations, careers or lifestyles.

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, challenging 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:

<i>Think a lot about:</i>	Results, achievements
<i>Value in others:</i>	Productivity
<i>Enjoy:</i>	Competition, pressure, challenging work
<i>Dislike:</i>	Wasting time
<i>Have trouble dealing with:</i>	"Fuzzy thinkers," ambiguity, uncertainty
<i>Express anger:</i>	Aggressively
<i>Embarrassed by:</i>	Others getting "too personal" with you
<i>Want to be appreciated for:</i>	your accomplishments
<i>Like to be rewarded with:</i>	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.

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.
- Do not 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, generators 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.

PEACOCK

Our 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 centre 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 fun as possible for yourself and others.

As a peacock you tend to:

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

IMPROVING WORK RELATIONSHIPS WITH PEACOCKS

Communicate in an informal manner with Peacocks. Be social and enthusiastic when communicating.

When implementing change, be stimulating and quick. Peacocks adapt quickly to change and don't need a lot of the details or like a lot of details.

Peacocks need to be included. They are idea people and dreamers who excel at getting others excited about their vision. Be attentive to their dream and make them feel special and let them know you appreciate them.

Peacocks are people oriented, so give them time to socialize. Avoid rushing into tasks. They thrive on admiration, acknowledgement, and compliments.

Peacocks are risk-takers who base many of their ideas on intuition. Support their intuitions and ideas.

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 and 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:

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

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 their 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.

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.

As an Owl you tend to:

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

IMPROVING WORK RELATIONSHIPS WITH OWLS

Communicate with Owls in a logical, rational manner. Be precise in your communication, and give them 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.

"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, Colourful	4	Sensitive, Caring	2	Quiet, Thoughtful	1
<i>(a lot like me)</i>		<i>(most like me)</i>		<i>(somewhat like me)</i>		<i>(least like me)</i>	

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

1. Rank each row using the scale on the previous page
2. After ranking all rows, please add each column and enter the totals below.

Competitive, intense		Creative, Impulsive		Cooperative, Relaxed		Thorough, detailed	
Direct, To the Point		Talkative, Lively		Friendly, casual		Specific, praise	
Like to "tell" others what to do		Like to "sell" others on ideas and projects		Like to "do" the work collaboratively		Like to "think" things through thoroughly	
No-Nonsense: Blunt		Animated, Colourful		Sensitive, Caring		Quiet, Thoughtful	
Results- oriented, take-charge		Charming, Magnetic		Warm, flexible		Logical, analytical	
Daring, bold, risk-taker		Dramatic, emotional, Demonstrat ive		Dependable, empathetic, concerned		Determined , rational, careful	
Directing, Controlling		Inspiring, Visionary		Team Player, facilitator		Task- oriented, seek data	
TOTALS							
	A		B		C		D