

Birds of Different Feathers

Improving Work Relationships



Personal Work Style Assessment

Name: _____

PERSONAL WORK STYLE ASSESSMENT

1. Rank each row using the scale at the right.
2. After ranking all the rows, add each column and enter the totals below.

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

This 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.

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.

| | | | |
|---|--|--|--|
| Competitive; Intensive <input type="checkbox"/> | Creative; Impulsive <input type="checkbox"/> | Cooperative; Relaxed <input type="checkbox"/> | Thorough; Detailed <input type="checkbox"/> |
| Direct; To the Point <input type="checkbox"/> | Talkative; Lively <input type="checkbox"/> | Friendly; Casual <input type="checkbox"/> | Specific; Precise <input type="checkbox"/> |
| Like to 'tell' others what to do <input type="checkbox"/> | Like to 'sell' others on ideas and projects <input type="checkbox"/> | Like to 'do' the work collaboratively <input type="checkbox"/> | Like to 'think' things through thoroughly <input type="checkbox"/> |
| No-nonsense; Blunt <input type="checkbox"/> | Animated; Colorful <input type="checkbox"/> | Sensitive; Caring <input type="checkbox"/> | Quiet; Thoughtful <input type="checkbox"/> |
| Results- Oriented; Take-charge <input type="checkbox"/> | Charming; Magnetic <input type="checkbox"/> | Warm; Flexible <input type="checkbox"/> | Logical; Analytical <input type="checkbox"/> |
| Daring; Bold; Risk-taker <input type="checkbox"/> | Dramatic; Emotional; Demonstrative <input type="checkbox"/> | Dependable; Emphatic; Concerned <input type="checkbox"/> | Determined; Rational; Careful <input type="checkbox"/> |
| Directing; Controlling <input type="checkbox"/> | Inspiring; Visionary <input type="checkbox"/> | Team player; Facilitator <input type="checkbox"/> | Task-oriented; Seek data <input type="checkbox"/> |

TOTAL: A B C D

- Rank each Row with a 4-1
- Add each column together
- Enter total score under the column
- Which letter is next to highest scored column

Your Bird Style

- A: Hawk – Decision Maker
- B: Peacock – Artist/Creator
- C: Dove – Collaborator
- D: Owl – Data Collector

- **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.

Hawk – Your strength is delivering results.

- You tend to speak quickly and directly you are not one to beat around the bush.
- You don't like Smalltalk but 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.
- 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.

As a Hawk you tend to:

| | |
|-----------------------------|--|
| Think a lot about: | Results, achievements |
| 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 |



Hawk: To increase your effectiveness with others who are different than 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 the change. Take time to show people that you care about them and their concerns. Learn to give clear 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 sentence was 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 details.
- Your chief desire at work is to make contributions to 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 |



Peacock: To increase your effectiveness with others who are different than 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 being more organized. Peacocks especially can benefit from talking less and listen 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 waiting to tell all the juicy details in every situation.

Dove- Your strength is 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 directly 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 and 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 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



Dove: To increase your effectiveness with others who are different than 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 or 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.

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 someone slowly and indirectly with a great deal of thought and reflection.
- You don't like Smalltalk but rather prefer objective discussions involving fact, numbers, and data. You often begin sentences with 'I think...' or 'The data indicates...'
- 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 list, 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:

Think a lot about: Facts, details

Value in others: Good judgement

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



Owl: To increase your effectiveness with others who are different than you...

You can focus more on the big picture and the end result, rather than getting too caught up in the details. Your attention to quality is good, but sometimes perfection is a barrier to getting things done quickly. Try to become more flexible and open, particularly in response 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 Hawks...

- Communicate with hawks directly and distinctly. 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, and generators of ideas for the future – they generally do not like long-term maintenance programs.
- 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.

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 personal exceptions and feelings with you. It is always best if you 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 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 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 creative energy of groups. Give them opportunities to shine, to be a star, to bask in the appreciation and applause of others.

With Doves...

- Communicate in an informal manner with Doves. Be agreeable and relax – 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 sensitive and can 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 and success.

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

Birds of Different Feathers

Through better understanding of our coworkers we will be able to strengthen our ability to 'Love One Another'.

