

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 fun as possible for yourself and others.

As a **Peacock**, you tend to:

Think a lot about: Vision, dreams, and 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 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.

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:

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, and uncertainty

Express anger: Aggressively

Embarrassed by: Others getting “too personal” with you

Want to be appreciate 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.

DOVE

Your strength is your flexibility and team work

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: Becoming 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, 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 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 a **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

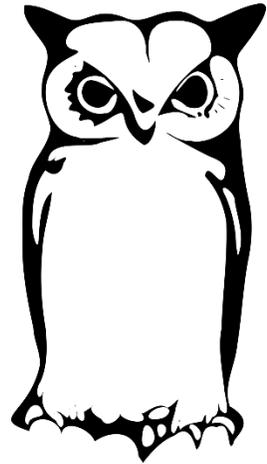
Have trouble dealing with: Those who want quick, simple answers

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



**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 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.

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 and 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 creative 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 change. 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.

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 judgement 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.