

Behavioral Styles

Typically, behavioral assessments are used to gauge how individuals interact with others and to provide insights on how to improve communication.

We will be looking at a book by Dr. Tony Alessandra, Relationship Strategies, which outlines ways we can improve communication. We will use his “Bird” model to help bring characteristics to life.

We have all heard of the Golden Rule. **“Treat others as you would have them treat you.”** However, if we want to be successful in the coaching and development of our team, we should follow the Platinum Rule: **“Treat others as they wish to be treated.”**

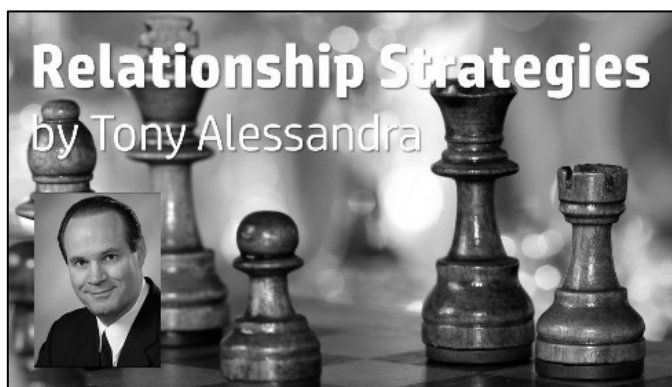
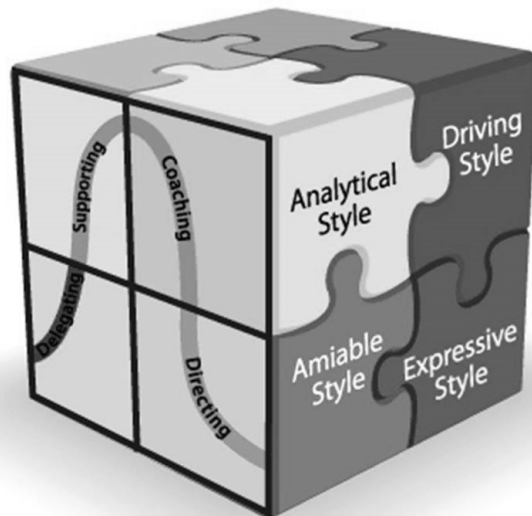
Tailoring development and coaching to the individual’s learning style has a tremendous impact, but there is more to take into consideration.

In your job as a leader, you achieve results through the people on your teams. Moreover, your team members have different styles or patterns of relating to others.

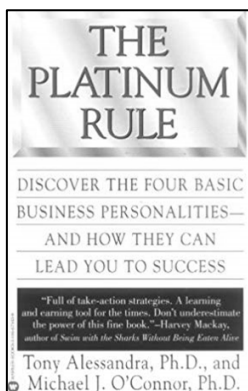
Although each personality is unique, many behaviors can be positioned within a predictable framework – very similar to how learning preferences are grouped into the common ways in which people learn.

Understanding how a person’s behavioral patterns influence what they want, need, and expect from you and others enables you to adapt to each in a way that reduces tension and increases cooperation and trust.

The great thing is that people will tell you how to deal with them if you know what to look for and listen for in their behavior and words. However, first, you need to know your behavioral type.



Book Recommendation



EXERCISE



This activity adapted from *Relationship Strategies* by Dr. Tony Alessandra. © MCMXCIII by Dr. Tony Alessandra

INSTRUCTIONS: For each question, compare each of the two (2) statements. Then circle the letter **S** (supporting), **C** (controlling), **I** (indirect), or **D** (direct) that best describes you in **most situations and with most people**.

By completing this Behavioral Style adapted evaluation below and plotting your score on a grid, you will develop a behavioral self-portrait. Remember, you must be aware of your behavioral style before you can begin to adapt it to others.

- | | |
|---|---|
| <p>1. S More open to getting to know people better and establishing new relationships.
C Exerts more control over whom he/she gets involved with, including how well you get to know them.</p> | <p>10. C Tends to focus mostly on the idea, concept, or outcome
S Tends to focus primarily on the interest level, the person involved, and the process.</p> |
| <p>2. S Focuses conversations on tasks, issues, business, or subject at hand
C Allows conversations to take the direction of interest of the parties involved, even though this may stray from the business or subject at hand.</p> | <p>11. I More likely to wait for others to introduce him/her at social gatherings.
D More likely to introduce self at social gatherings.</p> |
| <p>3. I A less frequent contributor to group conversations.
D A more frequent contributor to group conversations.</p> | <p>12. S More open about own time involvement with others.
C Less open about own time involvement with others.</p> |
| <p>4. I Tends to keep personal thoughts or feelings private, only sharing when asked and necessary.
D Tends to express personal thoughts or feelings about things, whether asked or not.</p> | <p>13. C Likely to stick with own agendas and concerns while tuning in to the power motives of others.
S Likely to tune in to others' agendas and concerns while minimizing any conflict or disagreement.</p> |
| <p>5. C Tends to make decisions based on objectives, facts, or evidence.
S Tends to make decisions based on feelings, experiences, or relationships.</p> | <p>14. I Tends to remain involved in known situations, conditions, and relationships.
D Tends to seek new experiences, situations, and opportunities.</p> |
| <p>6. D Frequently uses gestures, facial expressions, and voice intonation to emphasize points.
I Less likely to use gestures, facial expressions, and voice intonation to emphasize points.</p> | <p>15. D Likely to express own views more readily.
I Likely to reserve the expression of own views.</p> |
| <p>7. D More likely to make statements: "That is the way it is!" or "I feel...."
I More likely to expect conflict and more motivated to personally deal with conflicts when they arise.</p> | <p>16. I Tends to react more slowly and deliberately.
D Tends to react more quickly and spontaneously.</p> |
| <p>8. C More likely to expect and respond to conflicts.
S Less likely to expect conflict and more motivated to personally deal with conflicts when they arise.</p> | <p>17. C Prefers to work independently or dictate the conditions as it involves others.
S Prefers to work with and through others, providing support when possible.</p> |
| <p>9. S More likely to accept others' points of view (ideas, feelings, and concerns).
C Less likely to accept other people's points of view (ideas, feelings, and concerns).</p> | <p>18. I Likely to respond to risk and change more cautiously or predictably.
D Likely to respond to risk and changes more dynamically or unpredictably.</p> |

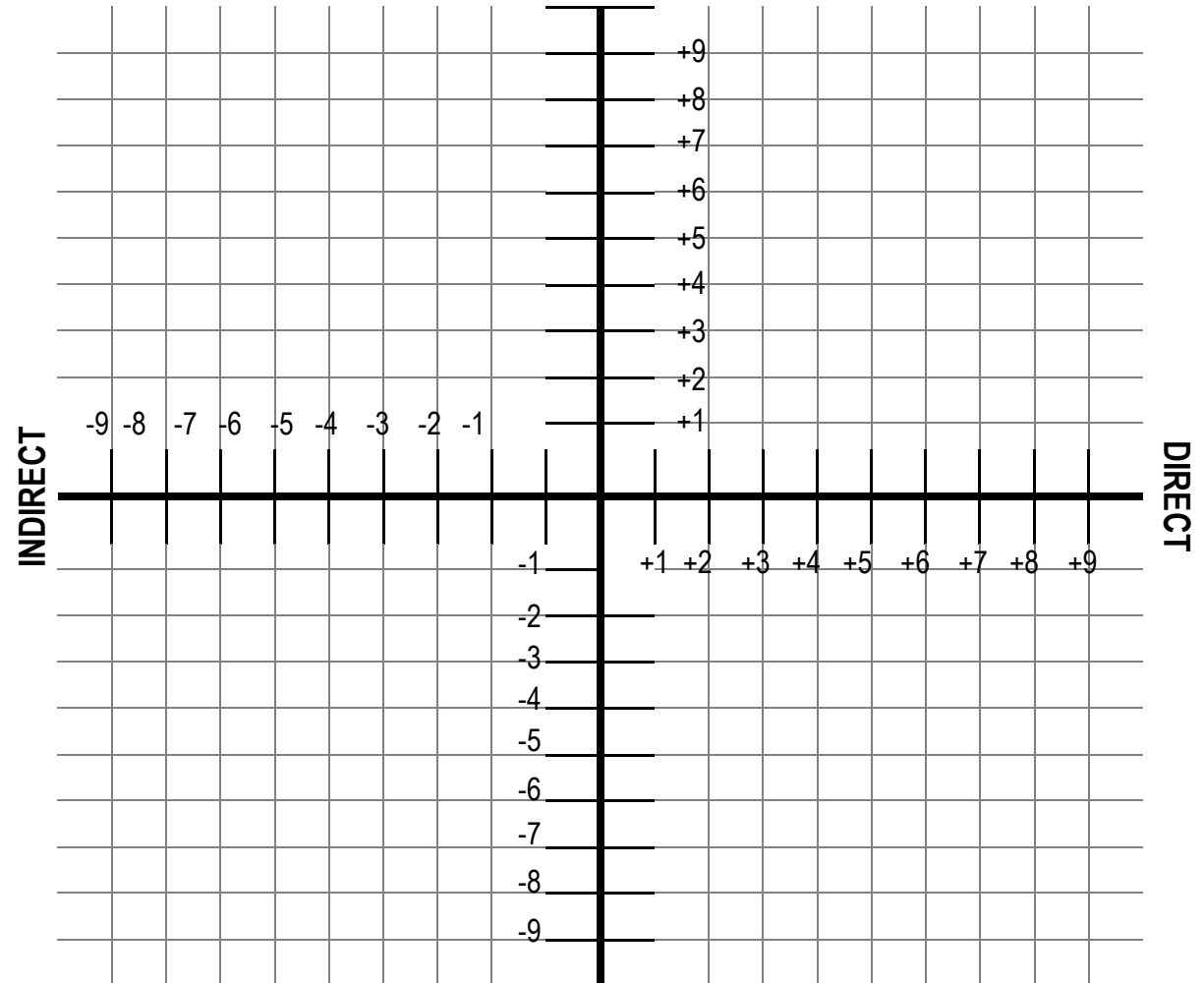
Count Total D Direct	Count Total I Indirect	Count Total S Supportive	Count Total C Controlling

D minus I = _____
Horizontal
X-axis

S minus C = _____
Vertical
Y-axis

RELATIONSHIP PRIORITY

Dove **SUPPORTING** Peacock



DELIBERATE PACE

FASTER PACE

Owl **CONTROLLING** Eagle

TASK PRIORITY

This material adapted from *Relationship Strategies* by Dr. Tony Alessandra;
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Dove

Relationship
Oriented



Peacock

Socially
Oriented



Owl

Detail Oriented



Eagle

Results Oriented



Behavioral Styles

By identifying a person's behavioral style, we can begin to understand two essential traits they are likely to exhibit – their supporting and direct behaviors. Your "bird" style lets you know which end of the spectrum you tend to be closest to regarding supporting and direct behaviors.

Supporting: The readiness and willingness with which a person outwardly shows emotions or feelings and develops an interpersonal relationship (doves and peacocks tend to display more of this).

Direct: The amount of control and forcefulness a person attempts to exercise over situations or other's thoughts and emotions (peacocks and eagles tend to be more direct).

Like learning preferences, people possess traits from all four styles to varying degrees, but most people have a dominant pattern.

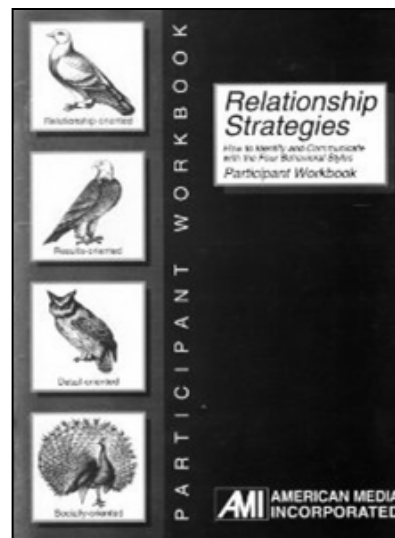
There is no "best" behavioral style. Each style has its unique strengths and weaknesses. The winning strategy is to accentuate the strengths of your style and compensate for traits that may hinder you in particular situations.

This material adapted from

Relationship Strategies by Dr. Tony Alessandra;
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and

The Platinum Rule: Discover the Four Basic Business Personalities and How They Can Lead You to Success
by Dr. Tony Alessandra and Dr. Michael J. O'Connor.
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Relationship Strategies Participant Workbook:



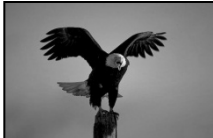

How to Identify and Communicate with the Four Behavioral Styles

Dr. Tony Alessandra

Publisher: American Media Incorporated
(1993)

ASIN: B0082PH3B0

Managing by Style

	 Dove	 Owl	 Eagle	 Peacock
Motivating	Show how something will benefit their relationships and strengthen their position with others.	Appeal to their need to be accurate and to their logical approach to things.	Provide them with options and clearly describe the probability of success in achieving goals.	Offer them incentives and testimonials. Show them how they can look good in the eyes of others.
Complimenting	Their teamwork, the way they are regarded by other people, their relationship skills, and their ability to "get along" with others.	Their efficiency thought processes, organization, persistence, and accuracy.	Their achievements, upward mobility, and leadership potential.	Their appearance, creative ideas, persuasiveness, and charisma.
Counseling	Allow plenty of time to explore their feelings and understand the emotional side of the situation. They express their feelings but indirectly. Draw them out through questioning and listening techniques. Create a non-threatening environment.	Describe the process that you plan to follow. Outline how that process will produce the results they seek. Ask questions to help them give you the right information. Let them show you how much they know.	Stick to the facts. Draw them out by talking about the desired results. Then discuss their concerns. Focus on tasks more than feelings. Ask them how they would solve the problem.	Allow them plenty of opportunities to talk about things that are bothering them. Listen for facts and feelings. Many times Peacocks merely need to "get something off their chest," and talking may solve the problem.
Correcting	Reassure them what you are seeking to adjust the behavior only. Don't blame or judge the person; keep things focused on the behavior and its appropriateness.	Specify the exact behavior that is indicated and outline how you would like to see it changed. Establish checkpoints and times.	Describe what results are desired. Show them the gap between actual and desired. Suggest the improvement that is needed and set a time when they will get back to you.	Specify what the problem happens to be and what behavior is required to eliminate the problem. Be sure you confirm in writing the agreed-upon behavior changes.
Delegating	Make a personal appeal to their loyalty. Give them the task, state the deadlines that need to be met, and explain why it is essential to do it in that specific way.	Take the time to answer all their questions about structure and guidance. The more they understand the details, the more likely they will be to complete the task correctly. Be sure to establish deadlines.	Give them the bottom line and then get out of their way. So that they can be more efficient, give them parameters, guidelines, and deadlines.	Make sure you get an explicit agreement. Establish checkpoints so that there is not an extended period between progress reports.

Both Sides of the Style



Dove Style

Positive	Negative
<i>Supportive</i>	<i>Complying</i>
<i>Reliable</i>	<i>Retiring</i>
<i>Pleasant</i>	<i>Softhearted</i>



Peacock Style

Positive	Negative
<i>Invigorating</i>	<i>Excitable</i>
<i>Optimistic</i>	<i>Impatient</i>
<i>Animated</i>	<i>Manipulative</i>



Owl Style





Positive	Negative
<i>Diligent</i>	<i>Picky</i>
<i>Persevering</i>	<i>Righteous</i>
<i>Creative</i>	<i>Stiff</i>



Eagle Style

Positive	Negative
<i>Firm</i>	<i>Uncompromising</i>
<i>Comprehensive</i>	<i>Overbearing</i>
<i>Productive</i>	<i>Pressuring</i>

Summary of Style Descriptors

	 Dove	 Owl	 Eagle	 Peacock
Strengths	Listening Teamwork Follow-through	Planning Organization Systematizing	Administration Leadership Juggling	Persuading Enthusiastic Motivating
Weaknesses	Oversensitive Slow to begin action Poor at goal setting	Perfectionistic Critical Unresponsive	Impatient Insensitive to others Poor listener	Inattentive to detail Short attention span Poor follow-through
Occupations	Family Doctor Social worker Teacher	Engineer Accountant Librarian	Top executive Military leader Newspaper editor	Sales Public relations Performing artist
Vehicle	Station Wagon	Volvo	Sherman Tank	Porsche convertible
Irritation	Insensitivity Impatience	Disorganization Unpredictability	Inefficiency Indecision	Routine Perfectionism
Under Stress	Submissive Indecisive	Withdrawn Headstrong	Dictatorial Critical	Sarcastic Superficial
Decisions Are	Consultative	Deliberate	Decisive	Spontaneous
Seeks	Acceptance	Accuracy	Productivity	Recognition.

The Dove

The Diplomatic Dove is supporting and indirect, relatively unassertive, warm, and reliable. Others sometimes see Doves as compliant, softhearted, and agreeable.

Doves seek security. They take action and make decisions slowly. This pace stems from their desire to avoid risky or unknown situations. Before they act or make a decision, they have to know how other people feel about their decision.

Doves tend to be the most people-oriented of all four styles. Having close, friendly, personal, first-name relationships with others is one of their most important objectives. They dislike interpersonal conflict so much that they sometimes say what they think other people want to hear. They have natural counseling skills and are incredibly supportive. Their theme is, "Notice how well-liked I am."

Doves tend to be good, active listeners, and develop relationships with people who are also good listeners. As a result, Doves have active networks of those willing to be mutually supportive. You often feel good just being around a Dove.

Doves focus on getting acquainted and building trust. They are irritated by pushy, aggressive behavior. They question, "How will it affect my circumstances and the camaraderie of the group?" They are cooperative, steady workers, and excellent team players.

The primary strengths of Doves are relating to, caring for, and loving others. Their main weaknesses are that they are somewhat unassertive, overly sensitive, and easily bullied.

In the business environment, Doves like others to be courteous, friendly, and accepting of their share of the responsibility. In a social environment, they like others to be genuine and friendly.

To achieve more balance and to develop behavioral flexibility, Doves need to say "no" occasionally; attend to the completion of tasks without oversensitivity to the feelings of others; be willing to reach beyond their comfort zone to set goals that require some stretch and risk, and to delegate to others.

The Peacock

Social Peacocks are direct and supporting, exhibiting characteristics such as animation, intuitiveness, and liveliness. However, they can also be viewed as manipulative, impetuous, and excitable when displaying behavior inappropriate to the situation.

Peacocks are fast-paced. Their actions and decisions are spontaneous, and they are seldom concerned about facts and details, trying to avoid them as much as possible. Their motto is, "Don't confuse me with the facts." This disregard for details sometimes prompts them to exaggerate and generalize facts and figures. It also gives them a built-in excuse when they are wrong: "I did not have all the facts!" They are more comfortable with "best guesstimates" than with exact data.

Peacocks' primary strengths are their enthusiasm, persuasiveness, and delightful sociability. Their main weaknesses are getting involved in too many things, impatience, and their short attention spans, which cause them to become bored quickly.

Peacocks are idea people. They can get others caught up in their dreams because of their excellent persuasive skills. They influence others and shape their environment by bringing others into an alliance to accomplish results. They seek approval and recognition for their accomplishments and achievements and have a dynamic ability to think quickly on their feet.

Peacocks are real entertainers. They love an audience and thrive on involvement with people. They tend to work swiftly and enthusiastically with others. Peacocks are stimulating, talkative, and sociable. They tend to operate on intuition and like to take risks. Their most significant irritations are dull tasks, being alone, and not having access to a telephone.

In social environments, they like others to be uninhibited, spontaneous, and entertaining.

To achieve balance and behavioral flexibility, Peacocks need to: control their time and emotions, develop a more objective mindset, spend more time checking, verifying, specifying, and organizing; develop more of a task focus and take a more logical approach to projects and issues.

The Owl

The Wise Owls are both indirect and controlling. They are concerned with analytical processes and are persistent, systematic problem solvers. They can also be seen as aloof, picky, and critical. Owls are very security-conscious and have a high need to be right, leading them to an overreliance on data collection. In their quest for data, they tend to ask many questions about specifics. Their actions and decisions tend to be slow and extremely cautious, but they will rarely miss a deadline. Although they are excellent problem solvers, Owls could be better decision-makers.

Owls tend to be perfectionistic, serious, and orderly. They focus on the details and the process of work and become irritated by surprises and “glitches.” Their theme is, “Notice my efficiency,” and their emphasis is on compliance and working within existing guidelines to promote quality in products or services.

Owls like organization and structure and dislike too much involvement with other people. They work slowly and precisely by themselves, are time-disciplined, and prefer an intellectual work environment. Owls tend to be critical of their performance. They tend to be skeptical and like to see things in writing.

Owls’ primary strengths are their accuracy, dependability, independence, follow-through, and organization. Their main weaknesses are their procrastination and conservative natures, which promote their tendency to be picky and overcautious.

The most significant irritation for Owls is disorganized, illogical people. In business environments, they want others to be credible, professional, and courteous. In social settings, they like others to be pleasant and sincere.

Owls are noncontact people who prefer the formality of distance.

To improve their balance and behavioral flexibility, Owls need to: openly show concern and appreciation for others; occasionally try shortcuts and time-savers; adjust more readily decision-making and initiation of new projects; compromise with the opposition; state unpopular decisions; and use policies more as guidelines than hard and fast laws.

The Eagle

Dominant Eagles are controlling and direct. They exhibit firmness in their relationships with others, are oriented toward productivity and goals and are concerned with bottom-line results.

Eagles accept challenges, take authority, and go headfirst into solving problems. They tend to exhibit considerable administrative and operational skills and work quickly and impressively on their own. They tend to come on calm, independent, and competitive with others, especially in a business environment. Eagles try to shape their environment to overcome obstacles en route to their accomplishments. They demand the maximum freedom to manage themselves and others and use their leadership skills to become winners.

The Eagle’s motto might be: “I want it done right, and I want it done now” or “I wanted it done yesterday.” They get things done and make things happen. They like to juggle three things at once, and when they feel comfortable with those three things, they pick up a fourth. They keep adding more until the pressure builds to the point where they let everything drop, then immediately start the whole process again. The Eagle’s theme may be, “Notice my accomplishments.” Their high achievement motivation gives Eagles a tendency toward workaholicism.

Their strengths are their ability to get things done, their leadership, and their decision-making ability. Their weaknesses tend to be inflexibility, impatience, poor listening habits, and failure to take the time to “smell the flowers.” They are so competitive when they do finally go out to “smell the flower,” they return and say to others, “I smelled 12 today. How many did you smell?”

To achieve balance, Eagles need to practice active listening, pace themselves to look more relaxed, and develop patience, humility, and sensitivity. They need to show concern for others, use more caution, verbalize the reasons for their conclusions, and participate more like team players.



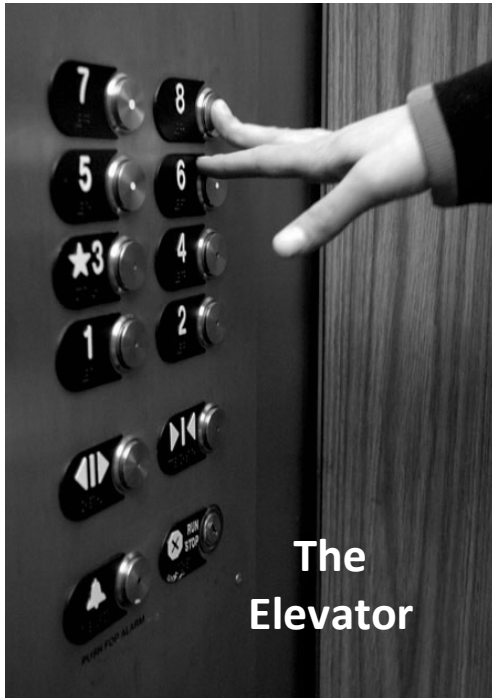
INSTRUCTIONS:

- Find the other “birds of your feather” and form groups of like birds.
- List on flip chart paper:
 - The main characteristics of your bird.
 - Primary strengths and weaknesses
 - Behaviors under stress
- Present your findings to the large group.
- Have fun and be creative!

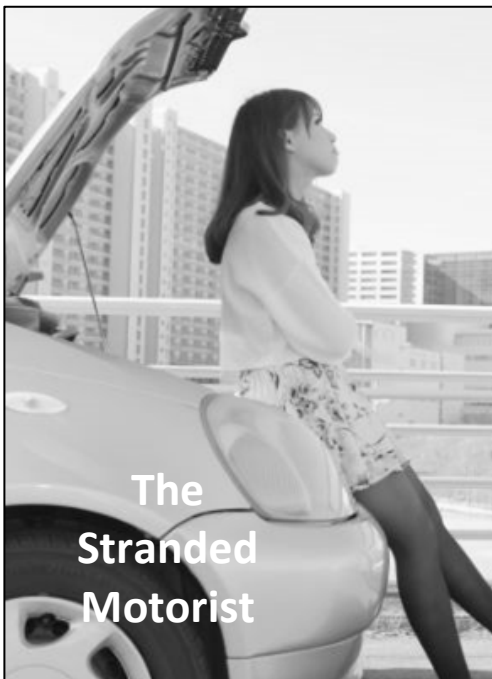
My Bird Style is: Dove Peacock Owl Eagle

Main Characteristics of Your Bird	
Primary Strengths	Primary Weaknesses
Behaviors under stress	

Birds React



- The _____ will let everyone else get on first and look only at the lighted floor numbers as the elevator moves.
- The _____ will ask who's getting off first because it makes more sense for them to be closest to the door.
- The _____ will be the first one on the elevator and will talk and hand out business cards during the ride.
- The _____ will push the buttons several times and plans a strategy for exiting the elevator during the ride.



- The _____ will curse the stranded motorist for causing traffic to back up and cause them a delay.
- The _____ will hope that the stranded motorist was wise enough to have a cell phone and Roadside Assistance.
- The _____ will find an alternative route around the stranded motorist.
- The _____ will stop to help a stranded motorist.

SHARPEN THE SAW

About Kent Hutchison and the need for planning and continuous improvement

Kent Hutchison wanted to be a Lumberjack, but he couldn't hack it.

How can one even think about sharpening the saw when you are always busy sawing? Most folks, as well as organizations, put it off to their detriment. Failing to devote some time for periodic self-renewal hurts productivity and effectiveness, levels of team performance, and as well as on workplace behaviors of managers.

A woodsman was once asked, "What would you do if you if had just five minutes to chop down a tree?" He answered, "I would spend the first two and a half minutes sharpening my ax."



The key is continuous improvement.

Kent did become a Lumberjack. A graduate of Stephen F. Austin State University, home of the Lumberjacks in Nacogdoches, Texas – Kent has more than 25 years of facilitating and leading others in their developmental journey. He is a believer in the need for continuous improvement in employee development, as well as personal leadership development.

Kent regularly facilitates leadership and team retreats for organizations and businesses. He is popular with both executive and blue-collar leaders – utilizing his experience as both a former university administrator and as a former manager in the petrochemical and construction environment.



In addition to his consulting practice, one can find Kent keynoting at conferences, banquets, and corporate events, as well as facilitating public workshops, team, and leadership programs across the globe.

This fifth-generation Texan is from the small Southeast Texas community of Orangefield and is involved as a community and business influencer. He is a frequent advisor to business owners and organization managers. Kent is passionate about leadership and team development, the emotional intelligence of others, and the continuous sharpening of the saw in general.



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