

Relationship Strategies • People You Know



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 probabilities 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 opportunity 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 that what you are seeking to correct is 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 clearly the improvement that is needed and establish a time when they will get back to you.

Specify exactly 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's important to do it in that specific way.

Take 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 properly. 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 clear agreement. Establish checkpoints so that there is not a long period of time between progress reports.

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Prescriptions for Flexibility

	DOVE	OWL	EAGLE	PEACOCK
NEEDS TO KNOW ABOUT:	How it will affect their personal circumstances	How they can justify it logically / How it works	What it does / By when / What it costs	How it enhances their status and visibility
DO IT WITH:	Warmth	Accuracy	Conviction	Flair
SAVE THEM:	Conflict	Embarrassment	Time	Effort
TO FACILITATE DECISION MAKING, PROVIDE:	Personal service and assurances	Data and documentation	Options with supporting analysis	Testimonials and incentives
LIKES YOU TO BE:	Pleasant	Precise	To the point	Stimulating
SUPPORT THEIR:	Feelings	Procedures	Goals	Ideas
CREATE THIS ENVIRONMENT:	Personal	Serious	Businesslike	Enthusiastic
MAINTAIN THIS PACE:	Slow/relaxed	Slow/systematic	Fast/decisive	Fast/spontaneous
FOCUS ON THIS PRIORITY:	The Relationship/ Communication	The Task/ The Process	The Task/ The Results	The Relationship/ Interaction
AT PLAY BE:	Casual and cooperative	Structured/play by the rules	Competitive and aggressive	Spontaneous and playful
USE TIME TO:	Develop the relationship	Ensure accuracy	Act efficiently	Enjoy the interaction
WRITE THIS WAY:	Warm and friendly	Detailed and precise	Short and to the point	Informal and dramatic
ON THE TELEPHONE BE:	Warm and pleasant	Businesslike and precise	Short and to the point	Conversational and playful