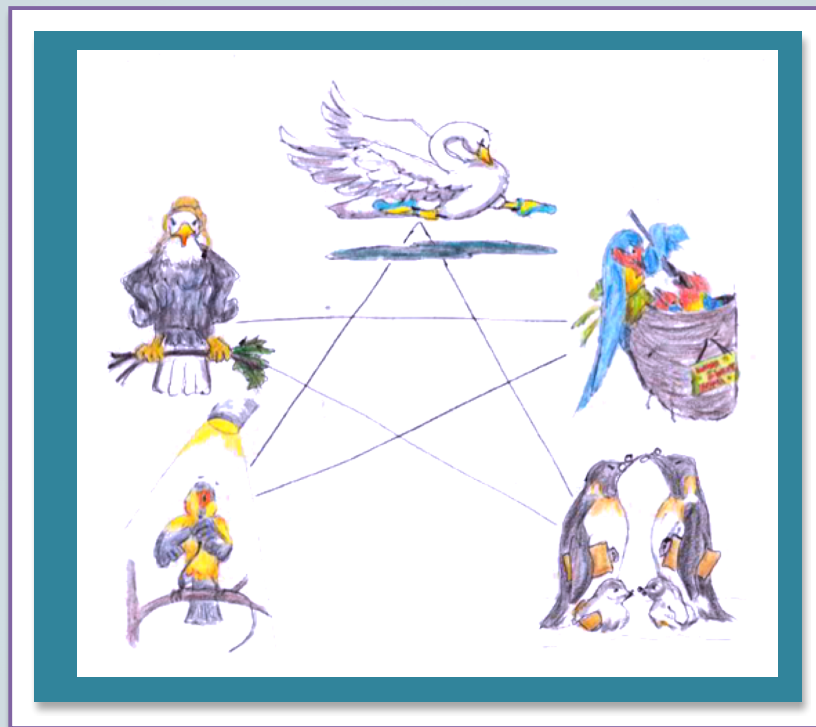


BIRDS OF A FEATHER™ MODEL



A PRIMER



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Birds of a Feather™ Model

This is a developmental model. That means that no matter where you are normally, under stress you can shift *and* if supported you may grow. All of the various birds offer gifts, which if used wisely, can enhance the relationship experience – at home or at work. Each bird has a focus and if happy and nurtured will spread its wings and show up in an optimum way. Under fear, stress or anxiety the sensitiveness is more likely to be expressed with nesting behavior. When each bird expresses its focus area, they act as a warning signal that all is not well. If attention is paid to these signals, then the entire group will benefit and everybody profits. By being inclusionary a person and an organization can live its values and create a culture of respect and dynamic effectiveness.



Canaries are very sensitive to problems. Afraid of the unexpected they are often in fight or flight mode when uncertain or insecure. Their questions and concerns act as a bell weather, giving early warning of issues that are best to address. Resistance to this gift sees **Canaries** as needy, insecure and undependable. Acceptance of this gift sees them as insightful, sensitive and as a safety patrol.

Key Words: Flighty, Early Warning, Fearful, Insecure, Alarming



Penguins are very disciplined, respectful of authority and clear on the rules. Obedient and wanting to do their very best, they are dependable and consistent. Their focus is on deference and duty and their questions raise issues of deviations from the norm. Resistance to this gift sees **Penguins** as submissive, docile and conforming. Acceptance of this gift sees them as respectful, faithful and dutiful.

Key Words: Duty, Obedience, Disciplined, Regimented, Consistent



Eagles are movers and shakers. Wining is their focus and they can be very creative to ensure that it happens. Willing to take risks, everything is looked at through the lens of success. They want and need visible recognition of their accomplishments. Resistance to this gift sees, **Eagles** as domineering, political and devious. Acceptance of this gift sees them as go-getters, aggressive, and achievers.

Key Words: Win, Achieve, Success, Recognition, Aggressive



Barn Swallows are all about relationship and togetherness. They love working in groups and see diversity as an asset. Sharing mistakes is a way to ensure learning and no one wins unless we all do. They are sensitive to the feelings of others. Resistance to these gifts sees **Barn Swallows** as group thinkers, socialists, and tree huggers. Acceptance of these gifts sees them as supportive, inclusive, collaborative.

Key Words: Inclusion, Curious, Collaborate, Group Oriented, Team Player



Swans are creative as a means of self-expression. They love the challenge of figuring out how to do things. They see themselves developing personally as they overcome difficulties in the service of others. Variety and challenge is the spice of life. Resistance to these gifts sees **Swans** as unmanageable, unpredictable, and contrary. Acceptance of these gifts sees them as creative, dependable, and surprising.

Key Words: Creative, Self-Expressive, Service Oriented, Independent, Novelty

Motivation

Motivation can be both extrinsic (external), or intrinsic (internal). Just as Maslow suggested, when deep internal needs are met there is an unfolding of potential that cannot be accessed until then. From a leadership perspective, the extrinsic motivators are really manipulations (either positive i.e. rewards or negative i.e. punishment) and as such have limited effectiveness. Extrinsic motivators encourage clever people to learn to 'game' the system so they need constant improvement and/or change. Bonuses become expected, and how many trips can you take?

As management has grown in wisdom, intrinsic rewards have gained in importance. This is a more difficult management task as it becomes all about evoking the best in people, and this requires authentic behavior and a supportive culture to be effective. To engage people authentically requires self-awareness on the part of leadership a caring and supportive attitude and a love of seeing others grow and develop. David Logan, in *Tribal Leadership* sees this shift as part of an epiphany leaders have about how real power is generated which creates a shift in focus from winning to legacy.



Canaries are very much in need of security. Open communication, availability to answer questions, clarity around expectations and a blame-free environment all help Canaries spread their wings. Demeaning behavior by management (yelling, publically berating employees, and mocking/teasing behavior) combine to make a workplace feel unsafe. In these kinds of conditions Canaries either run or fight, and neither is an effective work strategy.

Key Words: Respect, Open, Nurturing, Fair, Transparent



Penguins find comfort in the familiar. They like to know what is needed to gain approval from authority. Clarity on the rules and policies, consistency in their application, and fairness in administration are all acts that give Penguins confidence. Theirs is not to reason why, but to do or die. They are bulldogs in adhering to the established way of doing things they are dependable and consistent in their work habits. They like to be appreciated for these traits.

Key Words: Duty, Inclusion, Appreciation, Dependable, Consistency



Eagles like to be on top. They like the freedom to figure out how to win. They are creative in creating new ways of doing so (Junk Bonds etc.). They want others to know about and acknowledge their expertise and status. Tangible rewards are much appreciated, as are clear signs of status. They keep score, so money and size matter. Achievement needs to be recognized – as publically as possible.

Key Words: Awards, Honors, Money, Recognition, Status, Authority



Barn Swallows care about learning and group achievement. They seek opportunities to gain knowledge and to share it. They appreciate knowing what went wrong and then learning how to prevent that from happening again. They see knowledge as foundational and understand that its value grows as it is shared. They seek collaboration and cherish the ability to access information and solve problems.

Key Words: Inclusion, Learning, Collaboration, Diversity, Interaction



Swans have a joy about life and like to have fun. They see personal challenge in solving others problems as fun. They like to experiment and test, which can be a trial for Eagles and Penguins. They see challenge as fun with learning and service more important than winning. They are happy to let others have the glory, if they have the freedom. They work best with a shared vision and the freedom and authority to bring it into fruition. They are more concerned with legacy than status. They love to see others thrive.

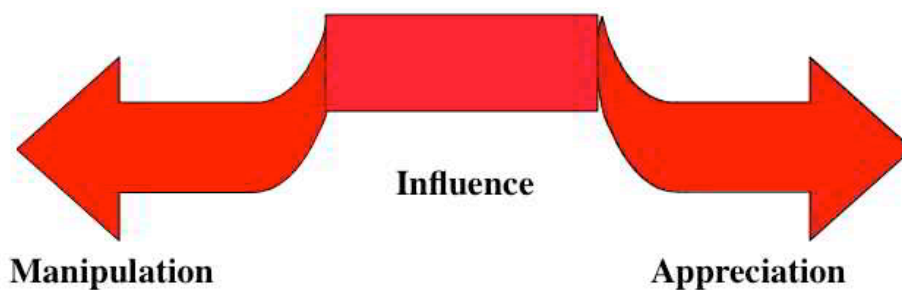
Key Words: Shared Vision, Freedom, Service, Independence, Legacy

Leadership

Leadership is changing. As the marketplace becomes even more volatile and the environment puts more pressure on business processes and resources, leadership evolves from top down to shared vision. Changes are happening so fast and the ambiguity is so huge, that no one person has enough knowledge or experience to know how to get an organization to adapt. The knowledge and expertise of the *entire* organization is needed and that requires an evocative style of leadership.

There has been a conversation about the nature of leadership; are leaders born or made? I think that leaders evolve, and this is consistent the David Logan’s research. There is a natural progression from trying to get others to do what you want, to helping everyone walk the same path. I have expressed this in the Power Continuum graphic below. Power looks different at the different stages of leadership. Consequently the *reach* is also different. We have moved from serving our personal needs to the realization that we need to serve everyone, or we will, in truth, serve no one.

The “Power Fields” Continuum



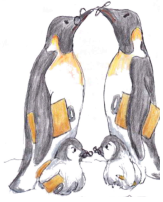
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Each stage has it's own range, strength, limitations and time, and it's own appropriate use.



Canaries are not interested in leadership. They are, however, very interested in leadership style. They gravitate to leaders who are respectful, appreciative and caring. They become committed when they can trust that what is said is what is done. They depend upon leaders walking their talk to assuage their fears. They thrive in cultures where consistency and transparency are commonplace.

Key Words: Security, Faith, Safety, Role Models, Support, Forgiving



Penguins are not leaders in the sense of initiating. They can be very strong in ensuring that orders are followed. They are very committed to leadership that they see as strong, clear and who create rules and a culture where those rules are consistently enforced. They require consistency and do best in stable and disciplined situations. They like clear lines of authority and a chain of command. Since they have strong institutional memories, tradition is important.

Key Words: Authority, Hierarchy, Stability, Chain of Command, Tradition

When reading *Tribal Leadership* it appeared to me that you can find people at stages 1-2 in Canary and Penguin as well as frustrated Eagles. Stage three is where many Eagles naturally find themselves.



Eagles love leading. There is nothing like being in charge! They have ideas and they want the success and glory that come from being the creator of that success. Fame, riches, bring them on. Others maybe necessary to make an impact, but it is the Eagle that claims the success. Because it is impossible to really control anyone there is a bit of fear that makes them nervous. Fear is the edge that makes things exciting, but it also makes it hard for them to forgive mistakes that interrupt their march forward. These folks are stage three!

Key Words: In Charge, Top Down, Command & Control, Risk Taking

The shift from stage three to stage four is a shift from I to we. This is huge! Once people trust that they are powerful, they begin to understand that power with is stronger than power over.



Barn Swallows know the power of *we*. They love developing people and their natural style is one of collaboration. The key here is to be great and tribes or intact work teams are natural expressions of the desire to make a difference together. Logan makes a point that the need for a rival is necessary and that early on that rival can be within the company. Eagles *need* a rival, so as leaders evolve that need morphs into larger and more abstract areas. It moves out of the company and into the industry or even large issues and challenges, like the environment.

Key Words: Tribe, Being Great, Engagement, Big Vision, Supportive

Swans are firmly in stage four. Their thrill is in seeing it happen, and they dream big.



Swans focus on making the impossible possible. They see the world as it should be and engage others in that vision. They have an inherent love of life that requires that they *live*. They have acute sensors to acts and beliefs that limit what is possible and strive to eliminate those as much as possible. Teachers by nature, they get off by seeing others take charge. They see leadership as the ability to create the conditions for others success.

Key Words: Shared Vision, Generative, Holistic, Altruistic, World Changing

Contact Us for a Sample the Birds of a Feather™ Leadership and Culture Assessment

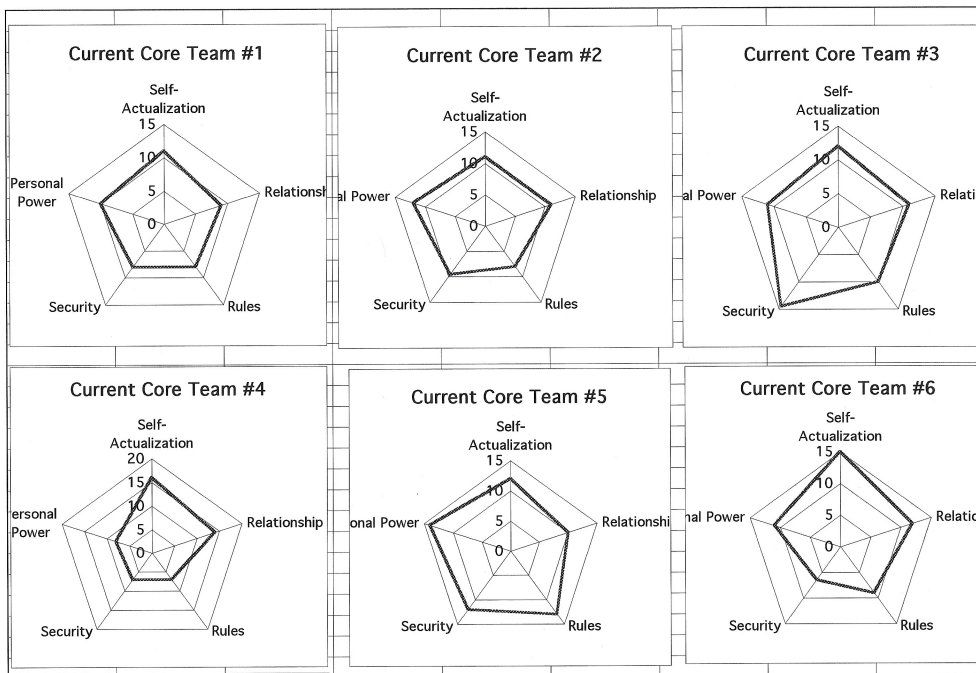
Assessment

Birds of a Feather™ Leadership and Culture Assessment

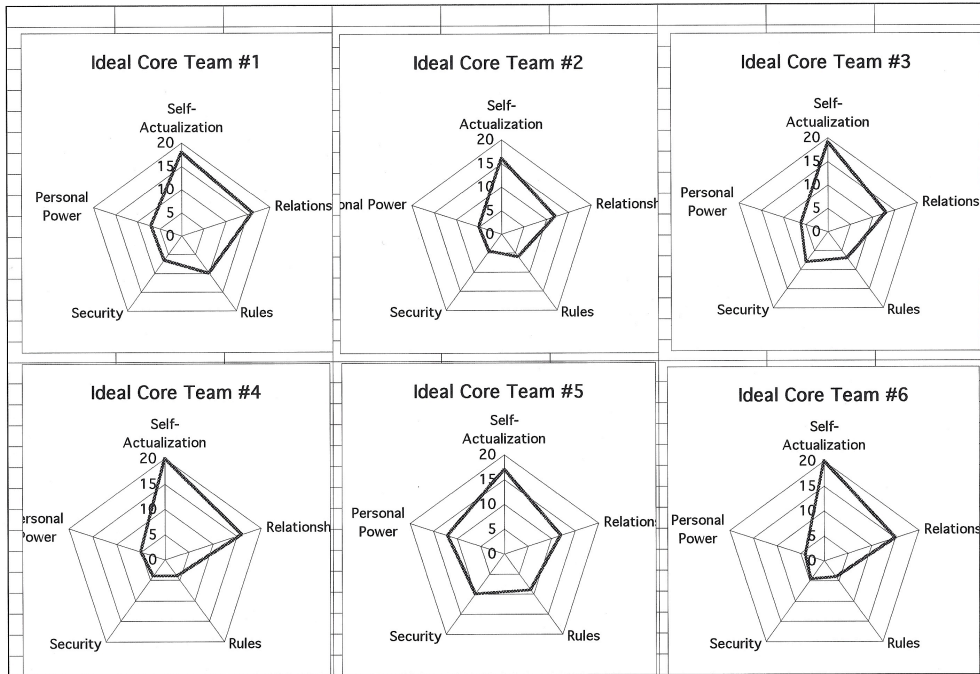
This assessment was developed to help managers better understand their employees and work *with* them to achieve more effectively. It helps teams better understand their team mates and can reveal unexpressed shared visions. It helps leaders understand the importance of leadership style, both their own and what their reports need. Perhaps even more importantly, when change is imminent this assessment shows clearly the willingness of people to change *and in what direction*.

If things are not working right we often have the habit of blaming others for the uncomfortable or even painful situations we find ourselves in. By seeing clearly what the believed values and beliefs are *and* comparing those to the preferred values and beliefs, the situation becomes clearer and the solutions often easier.

Below is an example of a leadership team. You can see the difference between what they believed the current situation to be. This is one reason for finger pointing as each participant has a different story and response to what they perceive the situation to be. Working from this perspective is a lot like herding cats as each person will stand up for their point of view as sees that as ‘truth.’



By seeing what everyone really wants to have happen. The picture can be dramatically different. Here the difference between who they are and who they feel they need to be becomes apparent.



It would be hard to believe that these are the same people. Seeing this, however, changes the conversation for trying to get everyone to believe the situation is different than they think, to a discussion about how to achieve what they clearly all desire.

Knowing where you want to go does not necessarily make the journey easier, but it does make the path there clearer. Having a shared perspective also allows for mutual coaching. Using techniques like those found in the Agile software development community, makes real conversations possible without blame or fault-finding.

Congruence and alignment are much easier to achieve when you know where you are starting from.

**Sample the Birds of a Feather™ Assessment
Contact Us**

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