

**Relating Styles
– Detailed Descriptors**

EAGLE
Results Oriented: Ambitious: Competitive: Active

PEACOCK
Socially Active: Networker: Performer: Leader

COMMUNICATION STYLE

"I will..."

"I want..."

1. Method

What is discussed

- results and achievements attained/desired
- factual, to the point, objective opinions
- little or no social banter/small talk

- hopes, dreams and aspirations of self/others
- feelings; shares and/or exchanges with others
- stories; scenarios and processes; issues/events

How it is discussed

- makes statements; assertions; conclusions
- tells; commands - especially when in a hurry
- persists with viewpoint; discusses thoroughly

- makes statements; instructions; demonstrations
- sells (persuades) especially with an audience
- persistent; uses emotional language and tactics

Tone of voice

- emphatic; definite; direct; firm; confident
- can be abrupt, even insensitive occasionally
- dominant; loud; sometimes arrogant/abrasive

- emphatic; definite; emotional; colorful
- can be theatrical, overly active or energetic
- dominant; loud; sometimes presumptuous/irritating

Delivery style

- fast paced; logical; structured; deliberate
- forceful; persistent; can be overbearing
- not always sensitive to how others react

- forceful; some structure; colorful; energetic
- enthusiastic; energized when focused on topic
- plays to audience; thrives on applause/acclaim

Strategies used

- formal; business-like; task centered; objective
- focused on goal and/or result versus process
- active; hard hitting; balanced; impartial

- active; animated; articulate; results focused
- process oriented; enjoys more so than outcomes
- can be polarized, overdone and too persistent

Responsiveness

- can appear aloof, distant, reserved, cool
- assertive; aggressive; competitive in confrontation
- can be preoccupied, distracted, socially insensitive

- receptive; outgoing; warm; participative; reactive
- puts "self" into situations; gets fully involved
- needs ongoing feedback/response and recognition

Non Verbal Language

- body posture forward; dominating; assertive
- facial expressions few and constrained; stoical
- eye contact direct and sometimes intimidating

- body posture forward; energetic; dominant; assertive
- facial expressions animated but generally controlled
- eye contact direct, controlling; lots of gestures

2. Performance

Listening Skills

- varies between strong focus and total distraction
- active listening a difficult skill to acquire; impatient
- interrupts, but good at analysis and summarizing

- much prefers to talk versus listen, yet is pragmatic
- reactive and responsive especially on emotional issues
- affirms and concurs, but mainly to earn approval

Argument/Debate

- very forceful, direct, aggressive, comes on strong
- dominates with own views; attacks others directly
- concedes only when overpowered/overwhelmed

- very forceful; direct; demonstrative; visual; impactful
- asserts own viewpoint, attacks others through issues
- can be "upstaged", but rarely capitulates; clever/artful

Under Stress

- knuckles down; retrenches; consolidates position
- internalizes feelings, and may even suppress them
- keeps own counsel; sharing is not easy under duress

- demonstrative; expressive; can be histrionic and/or moody
- plays out feelings for all to witness; emotions visible
- shares some aspects, but retains overall control

EAGLE

Aggrieved/Hurt

- feels very strongly; can be sensitive/vulnerable
- generally reluctant to discuss, except with self
- shares with others only when ready to do so

In Trauma

- non-communicative; reticent; withdraws into self
- has great difficulty expressing feelings to others
- verbalizes/rationalizes feelings in order to control

CONTROLLING STYLE

1. Basic Motivations

Needs

Attention grabbers

Sustained by

"Turn ons"

Turn offs"

Preferred contexts

- power; influence; control; authority; leverage
- challenge; opportunity; achievement; results
- visible progress; success; winning; pressure
- being "No 1"; top jobs; rapid/substantial rewards
- "no-win" situations; politics; emotions; time wasters
- dynamic; eclectic; fast moving; volatile; versatile

2. Work Environment

Main Interest Areas

Goals/Standards

Group/Team Rolls

Decision Style

Growth & Development

Instructor/Coach Style

Organization at Work

- leadership; adventure; entrepreneurship; projects
- a central concern; many; visible; precise; demanding
- command/expert roles preferred; actively involved
- rapid; concise; confident; competent; formal
- positive; aggressive; wide ranging; enthusiastic
- direct; task/results focused; impatient; aggressive
- neat; broadly organized/structured; under control

3. Social Environment

Making Contacts

Interactive Style

Hobbies & Interests

Recreation Strategies

- something different/unusual; challenge; opportunity
- responsibility based; emphasizes equality; rule abiding
- eclectic; broad-based; cerebral; very competitive
- challenge; organization; discipline; persistency

4. Coping Strategies

Manipulation

Euphoria

Anger/Hostility

Stress/Trauma

- asserts control; emphasizes objectivity
- internalizes; rarely displays; "childlike" reactions
- intense feelings; heavy control yet can be "explosive"
- suppressed emotions; withdraws; internalizes feelings

PEACOCK

- expressive, especially on issues where vulnerable/exposed
- much posturing, however behaviours can be misleading
- will share, spontaneously, selected aspects of "reality"

- non-communicative; becomes noticeably withdrawn
- loses motivation, visible energy and commitment
- will play out scenarios to self before "going public"

- recognition; acceptance; approval; even admiration
- visibility; focused attention; opportunity; challenge
- recognition; appreciation; approval; applause; acclaim
- visibility; high profile scenarios; freedom; opportunity
- being suppressed; being ignored; disapproval; rejection
- dynamic; moderate pace; informal; socially prominent

- leadership; demonstrative; exhibition; interpretation
- vague; unfocused; immediate; flexible; communicative
- high profile; demanding; coordinative; unconventional
- impulsive; immediate; intuitive; impactful; confident
- broad-based; subjective; positive; participative
- direct; process oriented; parental but informal
- not apparent; personal; flexible/informative; flamboyant

- opportunistic; invitational; provides recognition
- impromptu; spontaneous; very active; "self" centered
- performance related; interpretive; competitive
- challenge; freedom; interaction; no restrictions

- resists others/promotes own; real time/spontaneous
- exuberant; demonstrative; "childlike"; unrestrained
- intense feelings; expressed with control; acted out
- dramatically interpreted/ demonstrated; controlled

SWALLOW

Mediator: Conciliator: Harmonizer: Playmate

OWL

Pragmatist: Realist: Rationalist: Thinker

COMMUNICATION STYLE

1. Method

What is discussed

- feelings; reactions; impressions; perceptions
- solicits others' feelings/concerns/perspectives
- more interested in other people than in self

- information; facts; standards; demonstrable events
- focuses on data, evidence and proven methods/input
- priorities; important/relevant matters preferred

How it is discussed

- asks questions; makes open statements; invitations
- sells (makes it possible for others to buy)
- indirect; non threatening; shows care and concern

- asks questions; challenges; uses theories/hypotheses
- tells (using logical data, processes, conclusions)
- indirect; addresses subject matter; remains objective

Tone of Voice

- quiet, low key; unassuming speech; solicitous
- concerned, caring but can also be unexciting
- passive, easy, with little inspiration or impact

- moderate; low key; unemotional; straight forward
- can be dry, overly factual, insensitive to feelings
- impersonal; cogent; precise; succinct; unrelenting

Delivery Style

- gentle; easy; relaxed; caring; non threatening
- playful; accommodating; not serious or demanding
- tends to focus on one or two versus a crowd

- evenly balanced; objective; accurate; uninspiring
- serious; responsible; carefully paced; measured
- lucid; emphasis mainly on facts/structural integrity

Strategies used

- careful; caring; indirect; low profile impact
- informal; relaxed; casual and laid back
- can be vague, unfocused and/or non directive

- specific and to the point; factually based; concise
- formal; activity centered; very aware of process/form
- succinct; focused; precise; factually compelling

Responsiveness

- open; friendly; concerned; interested in others
- reacts readily to emotional signals and cues
- tends to be submissive when challenged/provoked

- conservative; considered; cautious; reserved; aloof
- difficult to influence/reach in confrontation/conflict
- may even appear distant or emotionally uninvolved

Non Verbal Language

- body posture restrained with tentative gestures
- facial expressions evident, used freely and openly
- eye contact warm and direct; sensitive, receptive

- body posture restrained; limited, controlled gestures
- very limited or no facial expression; high control
- eye contact infrequent; usually confident and strong

2. Performance

Listening Skills

- competent; careful, sensitive, solicitous listener
- reactive and responsive; focuses on feelings
- provides supportive, caring, nurturing feedback

- very good; but focuses mainly on content/structure
- not reactive/responsive; concern for facts/integrity
- gives little feedback; passive behavior/active mind

Argument/Debate

- avoids confrontation when and wherever possible
- concedes points readily, but may not truly submit
- focuses on exposing/exploring positions of others

- challenges facts, logic, structure or other position
- may discount/dismiss feelings/speculation as irrelevant
- hard evidence is compelling; precedents always valid

Under Stress

- emotional; disoriented; seeks comfort/support
- shares feelings openly, but without form/structure
- has difficulty articulating own feelings precisely

- retrenches/retreats to "firm ground"/basic principles
- can become stubborn, obdurate and even unrelenting
- emphasizes control, discipline, acceptable behaviours

SWALLOW

- Aggrieved/Hurt
 - withdraws completely; suppresses hurt feelings
 - grieves privately/silently; selective in sharing
 - denies own feelings; may express through others
- In Trauma
 - flustered; uncoordinated; disoriented; unfocused
 - readily submits to others' suggestions/initiatives
 - uses activities/behaviours to alleviate trauma

CONTROLLING STYLE

1. Basic Motivations

- Needs
 - acceptance/belonging; empathy; relationships
- Attention grabbers
 - communality; conviviality; harmony; spontaneity
- Sustained by
 - acceptance; responsiveness; togetherness; rapport
- "Turn ons"
 - shared interests; common ground; needs of others
- "Turn offs"
 - friction/hostility; aggressiveness; competitiveness
- Preferred contexts
 - teamwork; informality; no pressure; enjoyable

2. Work Environment

- Main Interest Areas
 - cooperative ventures; service/support; recreation
- Goals/Standards
 - vague; unstructured/imprecise; flexible; elusive
- Group/Team Roles
 - involved; accepted; valued for harmonizing efforts
- Decision Style
 - feelings based; empathic; flexible; accommodating
- Growth & Development
 - impulsive; gradual; incremental; collaborative
- Instructor/Coach Style
 - supportive; reinforcing; encouraging; "other centered"
- Organization at Work
 - spontaneous; personalized; distinctive; comfortable

3. Social Environment

- Making Contacts
 - central activity; broad based; eclectic; spontaneous
- Interactive Style
 - warm; feelings centered; flexible/resilient; informal
- Hobbies & Interests
 - group based; personal/emotional centered; unstructured
- Recreation Strategies
 - harmonious; impulsive; unstructured; expressive

4. Coping Strategies

- Manipulation
 - deflects; coercive/persuasive; emphasizes group needs
- Euphoria
 - spontaneous; very expressive; playful; excitable
- Anger/Hostility
 - sensitive; short-lived; deeply felt; may be suppressed
- Stress/Trauma
 - submissive; compliant; accommodating; perhaps inactive

OWL

- withdraws to "firm ground" and may even "batten down"
- keeps own counsel; may challenge the issue/problem
- may remain distant, detached, aloof, disconnected
- reasserts/reinforces rationality and personal control
- reviews data; reevaluates and reconfigures over time
- uses logic/precedent/accepted practice to regain posture

- authority; focused action; precision; proper process
- progress; objectivity; order; structure; priorities
- rational processes; creativity/innovation; progress
- appropriate data; reasonable people; logical structure
- irrationality; disorganization; confusion and chaos
- focused; structured; controlled but yet progressive

- information/data processes; controllership; support
- precise; detailed; highly ordered/integrated; rigid
- expert/specialist; appreciated for knowledge/skill
- factual; logical/rational; objective; well considered
- structured; methodical; penetrating/thorough; focused
- autonomous; exacting; demanding; deliberate; ordered
- organized; rationalized; thorough; comprehensive

- considered; careful; utilitarian; not essential
- "task" centered; controlled; considered; hierarchical
- cerebral; activity/skill centered; focused; challenging
- structured; disciplined; practical/useful; scheduled

- resists pressure; asserts rationality/objectivity
- internalizes; expresses under control; responsible
- rationalizes; intellectualizes; may "talk it out"
- exerts strong self control; asserts positive aspects