



212°

the extra degree

Leadership Development Institute
June 16-18, 2011
Doubletree Riverside
Boise, Idaho
Trinity Pines Conference Center
Cascade, Idaho

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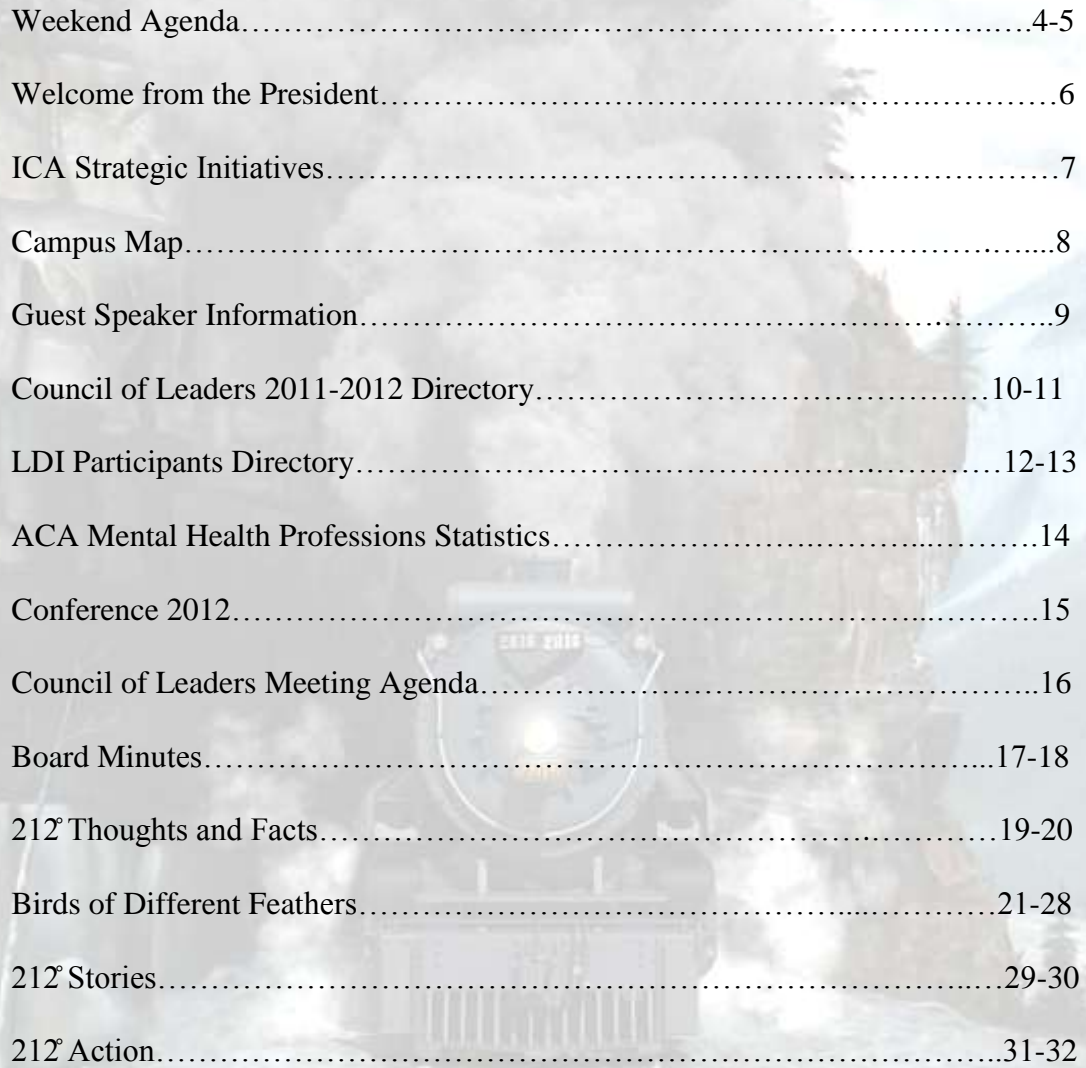
ICA Mission Statement

The mission of ICA is to enhance human development throughout the life span and to promote the counseling and human development profession.

Counseling is a professional relationship that empowers diverse individuals, families, and groups to accomplish mental health, wellness, education, and career goals.

The Idaho Counseling Association (ICA) is an organization of counseling and human development professionals who work in education, health care, residential treatment, private practice, community agency, governments and business/industry settings.

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**2011 Leadership Development Institute
Doubletree Hotel and Conference Center
Boise, Idaho**

*212° - The Extra Degree
Agenda*

Thursday, June 16, 2011

<i>Time</i>	<i>Function</i>	<i>Leader</i>
3:00 – 3:20	Introductions and Orientation	All
3:20 – 3:30	Warm Fuzzy	James Drake
3:30 – 5:30	Board Meeting	Diana Pals
5:30 – 6:30	Dinner	All
6:30 – 7:00	Warm Fuzzy	Heather Tustison
7:00 – 9:00	Team Building Activities/Bowling	All





**2011 Leadership Development Institute
Trinity Pines Conference Center
Cascade, Idaho**

*212° - The Extra Degree
Agenda*

Friday, June 17, 2011

<i>Time</i>	<i>Function</i>	<i>Leader</i>
9:00 – 9:30	Meetup/Breakfast	
9:30	Leave Boise – Carpool to Cascade	
12:15 – 12:45	Lunch	All
12:45 – 1:00	Welcome and Introductions	Diana Pals
1:00 – 2:00	Leadership Training 1	Heather Tustison
2:00 – 2:15	Warm Fuzzy	Heather Tustison
2:15 – 2:30	Break	All
2:30 – 4:00	Serving Our Members	David Kaplan
4:00 – 4:15	Warm Fuzzy	James Drake
4:15 – 5:30	Leadership Training 2	Heather Tustison
5:30 – 6:30	Dinner	All
7:00 – 9:00	Team Building	Heather Tustison/James Drake
9:00	Closing	All

Saturday, June 18, 2011

<i>Time</i>	<i>Function</i>	<i>Leader</i>
8:00 – 8:30	Breakfast	All
8:30 – 9:00	Warm Fuzzy Warm Up	April Schottelkorb
9:00 – 10:00	Keeping Up with the Counseling Profession: Current Issues on the National Level	David Kaplan
10:30 – 11:30	Officer Breakouts	All
11:30 – 12:15	Division/Conference/Executive Meetings	All
12:15 – 12:45	Lunch	All
12:45 – 1:00	Warm Fuzzy	Heather Tustison
1:00 – 3:00	Division/Conference/Executive Meetings	All
3:00 – 3:15	Warm Fuzzy	Heather Tustison
3:15 – 3:45	LDI Wrap Up	All
3:45 – 4:00	LDI Evaluation and Adjournment	Diana Pals



Diana Pals
ICA President
2010-2011

I hope this weekend will launch you into a year of satisfying service and personal growth. The year behind us has been a remarkable year with amazing acts of leading among our members. We have had more active participation in grassroots lobbying, more testimony to our government, and more watch dog activity on legislation, rulemaking and licensing board issues than ever before. All of you have made a difference in our profession and there are new waves to break ahead of us. We face great challenges in state funding that have threatened mental health care and school counseling statewide.

We've had an amazing statewide conference in Pocatello with unprecedented attendance and large and small acts of courage. We have a fabulous Conference in the works for Boise in January 2012 with the theme: **"Revolutionary Counseling: Innovations in Transformation."** Join us in planning!

It has been my privilege to serve as your ICA President,
Diana Pals



Heather Tustison
ICA President
2011-2012

Hello All You Beautiful People!

It is my privilege and honor to serve you as your next president. I am passionate about ICA and excited about the accomplishments we have made and will continue to push for excellence in everything we do as an organization.

Following Diana's theme, this year, I want us to focus on making a difference as well. I challenge you this weekend to take "The Extra Degree" inspiration and apply it with persistent and additional action all year long.

My hope is to challenge you. I'm a Hawk, my strength is delivering results, and I mean to - with your help and support. This is done as we work collectively as a team. My heart's desire is that you will be encouraged in your role with ICA with clear direction, defined support and recognition for your efforts.

"If one advances confidently in the direction of his dreams, and endeavors to live the life to which he has imagined, he will meet with a success unexpected in common hours."
- Henry David Thoreau

Go Team!
Heather Tustison

WELCOME FROM THE PRESIDENT

Leadership Development Institute Participants,

Congratulations for being here as a leader in ICA! YOU are the heart of our association and what you do here and in the year ahead will make a difference!! Last year, I asked our LDI participants to join with in "Making a Zebra Difference". Like the zebra with its sharp pattern of contrast we must make difference in serving the members of our association and the citizens of Idaho who use our counseling services. The fact that you are here and have agreed to be a leader in our organization says you are already a leader.



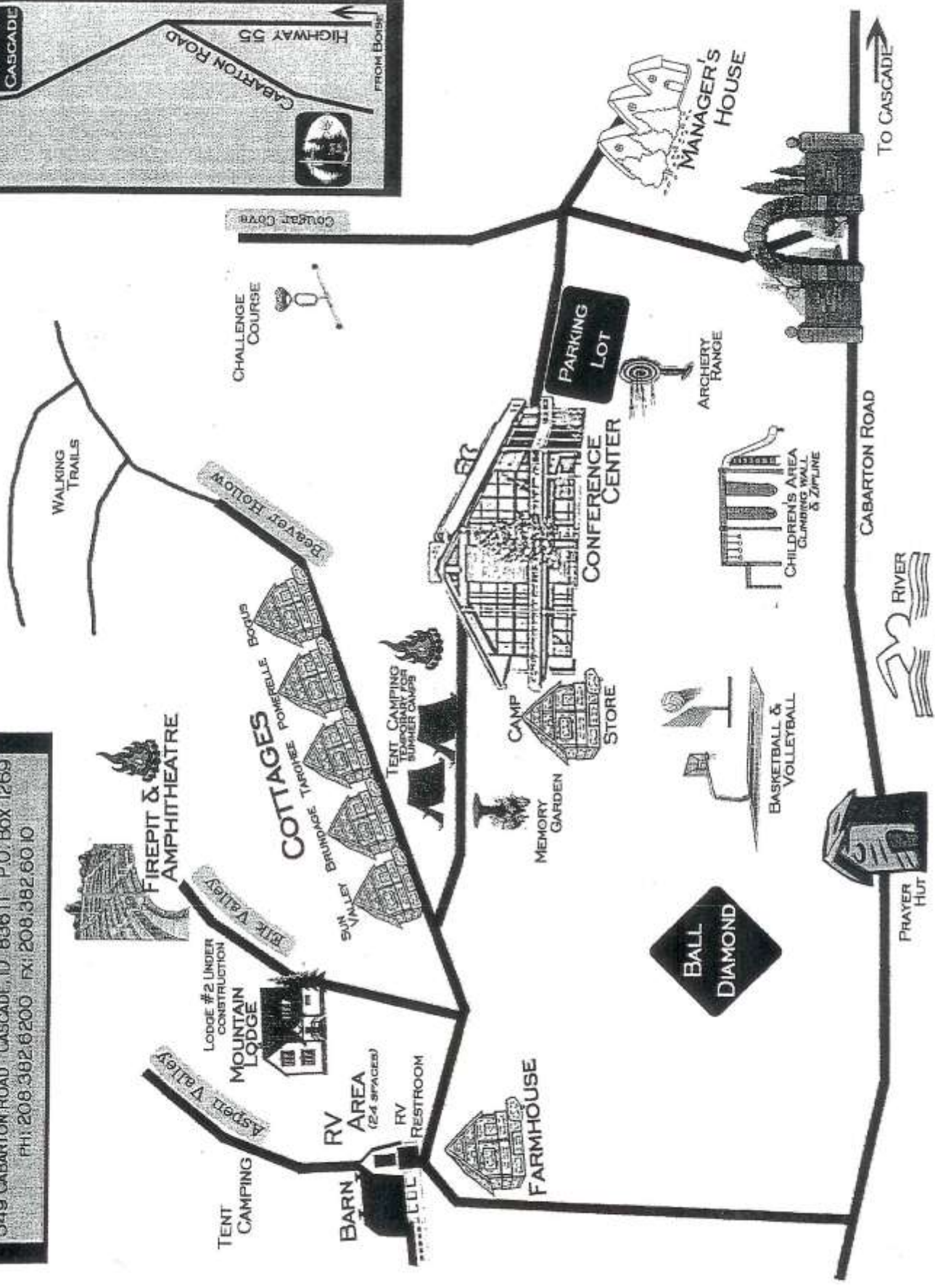
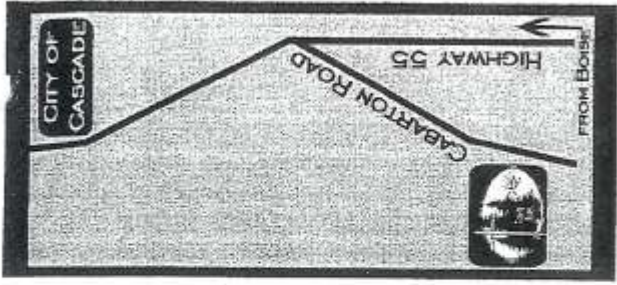
*Consider these thoughts on leadership:
To lead people, walk beside them. . .
As for the best leaders, the people do not notice their existence.
The next best, the people honor and praise.
The next, the people fear;
And the next, the people hate.
When the best leader's work is done the people say,
"We did it ourselves!"*
~ Lao-Tse



ICA Strategic Initiatives 2011-2012

- Goal:** Explore startup of ICA Foundation or Endowment Fund
Activity: Appoint a Development Committee of past ICA Officers to begin process. Consult with ACA and recommend feasibility to Board.
Deadline: January 2012 Board Meeting
Responsible: Development Committee Members
- Goal:** Explore startup of new Division of ICA – Idaho Rehabilitation Counseling Association
Activity: Gain complete information on start up by consulting membership person of ARCA.
Deadline: January 2012 Board Meeting
Responsible: Susan Stuntzner and Diana Pals
- Goal:** Host an event for Legislators and use paid lobbyist
Activity: PP & L committee will study Matt’s plan and take action as possible.
Deadline: August 2011
Responsible: Eric Pettingill and Heather Tustison
- Goal:** Strengthen ICA through Re-engineered Governance and Organization
Activity: Development of a Policy and Procedure Manual
Deadline: January 2012 Board Meeting
Responsible: Larry Lutz and Heather Tustison
- Goal:** Improve Member Services and Satisfaction
Provide Need Based Educational Services Balanced in Practice and Academia
Activity: Formulate a needs assessment, survey all ICA members, report conclusions to Council of Leaders, and apply findings to conference programming
Deadline: October 2011
Responsible: Stacy Roberts and Amy Curtis-Schaeffer
- Goal:** Advocating for the Profession and Visibility of the Organization
Activity: Attendance at all IBOL meetings and Behavioral Health Interagency Cooperative and application to any other committee significant to the counseling profession brought to ICA attention
Deadline: 2011-2012 Calendar set
Responsible: Eric Pettingill, Heather Tustison and Karrie Swan

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David Kaplan, PhD, NCC
Chief Professional Officer
American Counseling Association

Idaho Counseling Association warmly welcomes Dr. David Kaplan from the American Counseling Association Staff in Washington D.C. to our Leadership Development Institute.

We are delighted to have David join us once again to inspire us to make serving our members the top priority of our association. David will also be bringing us the latest and greatest things happening in the counseling profession. He was a major presenter at ACA Conference this year, involved in at least 4 sessions. In addition you will find David's latest publishing in the Summer 2011 Journal of Counseling & Development with an article on A Vision for the Future of Counseling 20-20. We are extremely lucky to have him with us!!"

David M. Kaplan, PhD, NCC is a Past President of the American Counseling Association and its current Chief Professional Officer. He is also a Past President of the International Association of Marriage and Family Counselors, the New York Counseling Association, and the New York Association of Marriage and Family Counselors. David's experience includes eighteen years of practice in private practice and college counseling settings as well as twenty-two years of experience as a counselor educator. Please note that David is not quite as old as the above numbers would indicate as there was significant overlap in activities. Dr. Kaplan's publications include one book, eight book chapters and thirty-three journal articles. He has conducted 200+ professional presentations on such topics as professional issues in counseling, counseling ethics, family counseling, and counseling association management. David has been recognized with honors from the American Counseling Association (Fellow), the International Association of Marriage and Family Counselors (Distinguished Service Award), the Association for Adult Development and Aging (Presidential Award for Mentorship), the Virginia Counselors Association (Outstanding Leadership and Service Award), New York Counseling Association (Distinguished Legislative Service Award), Argosy University (Excellence in Research Award) and is listed in Who's Who in America.

The American Counseling Association is a not-for-profit, professional and educational organization that is dedicated to the growth and enhancement of the counseling profession. Founded in 1952, ACA is the world's largest association exclusively representing professional counselors in various practice settings. By providing leadership training, publications, continuing education opportunities, and advocacy services to nearly 52,000 members, ACA helps counseling professionals develop their skills and expand their knowledge base. ACA has been instrumental in setting professional and ethical standards for the counseling profession. The association has made considerable strides in accreditation, licensure, and national certification. It also represents the interests of the profession before congress and federal agencies, and strives to promote recognition of professional counselors to the public and the media.



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AMERICAN COUNSELING ASSOCIATION

2010 Statistics on Mental Health Professions
(information provided is for the highest level of licensure)

State	Professional Counselors		Marriage & Family Therapists		Social Workers	
	Title	Counts	Title	Counts	Title	Counts
Alabama	LPC	1,600	LMFT	216	LCSW-PIP	613
Alaska	LPC	452	LMFT	82	LCSW	422
Arizona	LPC	2,318	LMFT	323	LCSW	2,062
Arkansas	LPC	900	LMFT	125	LCSW	1,408
California	LPCC	0*	LMFT	30,391	LCSW	17,846
Colorado	LPC	4,432	LMFT	652	LCSW	4,096
Connecticut	LPC	1,639	LMFT	987	LCSW	5,208
Delaware	LPCMHC	304	LMFT	26	LCSW	656
D.C.	LPC	1,111	LMFT	119	LICSW	2,689
Florida	LMHC	7,339	LMFT	1,422	LCSW	6,780
Georgia	LPC	3,996	LMFT	654	LCSW	2,675
Hawaii	LMHC	187	LMFT	196	LCSW	578
Idaho	LCPC	615	LMFT	222	LCSW	878
Illinois	LCPC	5,590	LMFT	457	LCSW	10,407
Indiana	LMHC	1,612	LMFT	1,005	LCSW	3,986
Iowa	LMHC	689	LMFT	171	LISW	1,582
Kansas	LCPC	359	LCMFT	329	LCSW	1,776
Kentucky	LPCC	1,035	LMFT	475	LCSW	1,982
Louisiana	LPC	2,225	LMFT	890	LCSW	2,618
Maine	LCPC	851	LMFT	81	LCSW	2,443
Maryland	LCPC	2,154	LCMFT	175	LCSW-C	7,444
Massachusetts	LMHC	4,530	LMFT	763	LICSW	11,966
Michigan	LPC	5,594	LMFT	749	LMSW-C	14,475
Minnesota	LPCC	62**	LMFT	1,218	LICSW	3,596
Mississippi	LPC	954	LMFT	257	LCSW	743
Missouri	LPC	3,531	LMFT	196	LCSW	4,745
Montana	LCPC	954	LMFT	0*	LCSW	564
Nebraska	LIMHP-CPC/LPC	327**	LIMHP-CMFT/LMFT	55**	LIMHP-CMSW/LCSW	223**
Nevada	LCPC	25*	LMFT	720	LCSW	664
New Hampshire	LCMHC	561	LMFT	78	LICSW	864
New Jersey	LPC	2,500	LMFT	565	LCSW	8,023
New Mexico	LPCC	1,647	LMFT	279	LISW	1,523
New York	LMHC	4,234	LMFT	747	LCSW	24,829
North Carolina	LPC	4,307	LMFT	658	LCSW	4,507
North Dakota	LPCC	147	LMFT	8*	LICSW	274
Ohio	LPCC	4,168	LIMFT	180	LISW	7,172
Oklahoma	LPC	2,926	LMFT	506	LCSW	1,167
Oregon	LPC	1,694	LMFT	451	LCSW	2,721
Pennsylvania	LPC	3,986	LMFT	413	LCSW	4,153
Puerto Rico	LPC	2,474	no licensure	NA	LSW	TBD
Rhode Island	LCMHC	363	LMFT	95	LICSW	1,493
South Carolina	LPC	1,598	LMFT	215	LISW-CP	1,046
South Dakota	LPC-MH	167	LMFT	95	LCSW-PIP	234
Tennessee	LPC/MHSP	945	LMFT	350	LCSW	2,042
Texas	LPC	14,982	LMFT	2,778	LCSW	6,367
Utah	LPC	578	LMFT	461	LCSW	2,676
Vermont	LCMHC	555	LMFT	42	LICSW	894
Virginia	LPC	3,227	LMFT	834	LCSW	4,950
Washington	LMHC	4,600	LMFT	1,108	LICSW	3,084
West Virginia	LPC	1,000	LMFT	0*	LICSW	296
Wisconsin	LPC	2,400	LMFT	542	LCSW	3,582
Wyoming	LPC	659	LMFT	83	LCSW	418
U.S. TOTALS		115,103		53,444		197,440

*Licensure recently established; state board in process of implementing law.

**Recently enacted law establishes a new tier of licensure; state board in process of implementing law.



**REVOLUTIONARY COUNSELING:
INNOVATIONS IN
TRANSFORMATION**

January 25-28, 2012

**Doubletree Riverside Convention Center
Boise, Idaho**



2011 Leadership Development Institute
Doubletree Riverside, Boise, Idaho
Thursday, June 16, 2011
3:30 p.m.

COUNCIL OF LEADERS MEETING AGENDA

1. Call to Order and Introductions
2. Voting Guidelines
3. Adoption of Agenda
4. Secretary's Report & Approval of Minutes
5. Treasurer's Report & Approval of Budget
5. Nominations and Elections
6. Executive Director's Report
7. President's Report
8. 2011-2012 Initiatives & Strategic Plan
9. Division President's Reports
 - a. IACES
 - b. ICDA
 - c. IDAMFC
 - d. IMHCA
 - e. ISCA
10. Committee Chair's Reports
 - a. Awards
 - b. Bylaws – Proposed ICA Policies Update
 - c. Conference
 - d. Finance
 - e. Graduate Students
 - f. Human Rights (Humanitarian)
 - g. Leadership Development
 - h. Media
 - i. Membership
 - j. Nominations and Elections
 - k. Public Policy and Legislation
 - l. Professional Preparation and Standards
 - m. Strategic Planning
11. Licensing Board Nomination –Larry Lutz
12. Summary from Legislative Advocate and Plan for Next Year
13. Report from Sub Committee on Substance Abuse Licensure
14. Old Business
15. New Business Action Items Submitted by COL Leaders
16. Adjourn

ICA Council of Leaders Informational Meeting
 April 25, 2011
 Via Teleconference
 Reported by Stacy Roberts

Members Present: Diana Pals (ICA President), Sue Holmes (ICA Executive Director), Stacy Roberts (ICA Secretary), Ginny Armstrong (ISCA President); Chandra Salisbury (Graduate Student Representative); Matt Salisbury (ICA Lobbyist); Eric Pettingill (ICA PP&L)

1. Call to order:
 - a. 7:06 pm President Diana Pals called meeting to order
2. Secretary Report
 - a. Correction to February 2011 minutes: Removed Sachin Jain from "Members Present"
3. Legislative and Public Policy: Eric Pettingill
 - a. Legislation passed carving out substance abuse dollars in Idaho:
 - i. IDOC receiving 7 million, Supreme Court 8-9 million, Juvenile Court 4 million
 - A. Most regions will not contract with BPA
 - B. IDOC is going to provide treatment in-house
 - C. Community based providers may see large decline in clients
 - b. Licensure Board will hold a public hearing to review changes and allow public input
 - i. Diana has requested that ICA Board members living outside of the Boise area be allowed to phone in
 - ii. Diana has not heard response from Licensure Board, but will follow-up
4. Legislative and Public Policy Items: Matt Salisbury
 - a. ICA Board needs to submit recommendations to Governor's office for Licensure Board Appointment
 - i. ICA will submit several, well thought out candidates for this position
 - b. Co-op Boards
 - i. ICA's letter was very well received
 - ii. In Matt's opinion, ICA has made an impact with those who make decisions in the state: They are aware of ICA and hold positive view of association
 - iii. Matt continues to build relationships with those in legislature and works to increase their awareness of counselors
5. Legislative "Hot Wash": Diana Pals
 - a. Meeting to review of Legislative Session: What we accomplished/What we missed
 - b. Allow members to attend and network in Coeur d'Alene
 - i. If successful, meeting will also be held in southwest and southeast Idaho
 - c. This meeting would allow for additional networking opportunity for members
6. LDI: Sue Holmes
 - a. Registration deadline is May 15th
 - b. As LDI gets closer, a reminder for board reports and registrations will go out

- c. Meeting for ICA Board will take place Thursday, June 16th, followed by LDI June 17th-18th at Trinity Pines
- d. Diana Pals calculated expense for ICA board members to travel to Boise and Trinity Pines @ 50 cents per mile
 - i. Total would be \$1,168.00
 - ii. This would allow members to carpool from regions around Idaho
 - iii. ICA would cover ICA Board/COL Members
 - iv. Diana will draft a motion and submit to board via email for a vote

7. Division Reports/Updates

- a. ISCA: Ginny Armstrong
 - i. Tomorrow State Board of Education will be in Ginny's region to notify them of impact reform will have on each district
 - ii. Five representatives will be sent from each district to learn how reform will impact the budget as well as learn about implementation of new policies
 - iii. It is not known at this point if counselor positions will be cut
 - iv. ISCA is working on enhancing website and filling open board positions
 - a) There remains three open VP Positions and no one is running for those positions
 - b) ISCA will send representatives to LDI, but not sure how many will attend at this point
- b. Graduate Student Representative: Chandra Salisbury
 - i. Waiting for a BSU representative contact for Graduate Student Committee
 - ii. Chandra will submit another request to BSU, but if no response obtained committee will move forward without BSU Representative

8. Meeting Adjourned at 8:00



Thoughts and Facts



Hawk

Your Strength is Delivering Results



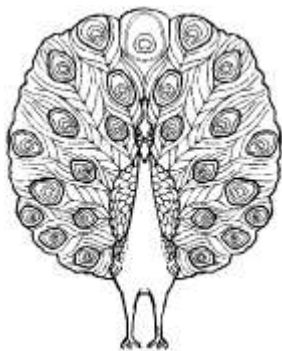
If your highest score is Hawk, you are a natural born leader. You like it best when you are in charge and in a position to get things done quickly.

- 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:

<i>Think a lot about:</i>	Results, achievements
<i>Value in others:</i>	Productivity
<i>Enjoy:</i>	Competition, pressure, challenging work
<i>Dislike:</i>	Wasting time
<i>Have trouble dealing with:</i>	“Fuzzy thinkers,” ambiguity, uncertainty
<i>Express anger:</i>	Aggressively
<i>Embarrassed by:</i>	Others getting “too personal” with you
<i>Want to be appreciated for:</i>	Your accomplishments
<i>Like to be rewarded with:</i>	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.



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:

<i>Think a lot about:</i>	Vision, dreams, aspirations
<i>Value in others:</i>	Self-expression, creativity
<i>Enjoy:</i>	Challenging work, stimulation, novelty, fun
<i>Dislike:</i>	Being bored
<i>Have trouble dealing with:</i>	Rules and authority figures
<i>Express anger:</i>	By getting frustrated and/or attacking
<i>Embarrassed by:</i>	Being criticized for "showing off"
<i>Want to be appreciated for:</i>	Your uniqueness, creativity and contribution
<i>Like to be rewarded with:</i>	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.



Owl

Your Strength is 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 an Owl, you tend to:

<i>Think a lot about:</i>	Facts, details
<i>Value in others:</i>	Good judgment
<i>Enjoy:</i>	Having plenty of accurate information
<i>Dislike:</i>	Making mistakes, being wrong
<i>Have trouble dealing with:</i>	Those who want quick, simple answers
<i>Express anger:</i>	Calmly, rationally
<i>Embarrassed by:</i>	Others' impatience with thoughtful analysis
<i>Want to be appreciated for:</i>	Your high quality work
<i>Like to be rewarded with:</i>	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.



Dove

Your Strength is Flexibility and Teamwork

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:

<i>Think a lot about:</i>	Other people and relationships
<i>Value in others:</i>	Thoughtfulness, sensitivity, caring
<i>Enjoy:</i>	Collaboration, teamwork
<i>Dislike:</i>	Conflict, tension, confrontation
<i>Have trouble dealing with:</i>	Being overlooked or ignored
<i>Express anger:</i>	Become conciliatory and/or upset
<i>Embarrassed by:</i>	Being challenged by assertive others
<i>Want to be appreciated for:</i>	Your participation, being of service
<i>Like to be rewarded with:</i>	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.

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 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 changes. 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.

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, 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.

WHAT KIND OF BIRD'S NEST DO YOU WORK IN?

Now that you have assessed the unique combination of bird characteristics in your work group, department, or organization, you can see that your group is probably a blend of all four bird types, in varying proportions.

Most groups have one dominant bird style that characterizes the group best — this style feels natural to them and has made them successful in the past. Some groups may have two equally strong aspects to their organizational style and feel comfortable with this dual aspect of working together.

And a *few* organizations are equally divided among all four bird styles — this may mean that they have fully developed all the flexibility and potential in each of the styles so that birds of all types are welcome and appreciated there. The organization can change and adapt its bird style to different circumstances. (It could also mean that the organization is scattered, unfocused, and doesn't have a clear identity and/or clear goals.)

HAWK ORGANIZATIONS

Hawk organizations demonstrate an action-oriented, fast-paced, hard-charging, no-nonsense approach to everything they do. There are many new and varied opportunities developing all the time. There is a lot of room for individuals to shine and for superstars to rise to the top quickly. The organization provides power and authority, prestige and challenge — and their hawks thrive.

Hawk organizations are unstructured and flexible, exciting and dynamic, with little bureaucracy, and a great degree of freedom from controls and supervision. Communication is direct, often blunt. Hawks do well with a wide scope of operations in their organizations.

PEACOCK ORGANIZATIONS

Peacock organizations are energized by their creativity, innovation, entrepreneurship, and the freedom to take new ideas and run with them. They are noisy, often messy, and highly interactive. There is a great deal of excitement about visions for the future, possibilities for new projects, and/or new markets.

Peacocks thrive in their organizations when they have freedom to express themselves and their ideas. They like democratic relationships, and encourage others to be creative as well. The atmosphere is mostly relaxed and unstructured, and things rarely happen on time. The peacocks love the big picture, and strive to remain free from control and details. They try to have fun with everything they do.

DOVE ORGANIZATIONS

Dove organizations work hard to be harmonious and smooth in their approach to work. They dislike conflict, and they either suppress it, ignore it, or quickly respond to defuse it. Doves like to “live and let live” and are highly tolerant and flexible with others who are different from themselves.

Dove organizations emphasize collaboration, teamwork, and decision-making by consensus. Doves discourage “Lone Rangers” and “Super stars” and the big egos that can *sometimes* characterize those people.

Doves are steady performers, working at an even pace, and dislike sudden change, intense pressure, ambiguity, and paradoxes. They work hard to keep communication open and honest, tempered by respect for privacy and personal feelings. Dove organizations demonstrate humane, and sometimes progressive, management practices. Dove organizations take a great deal of pride in the quality of the people who work there.

OWL ORGANIZATIONS

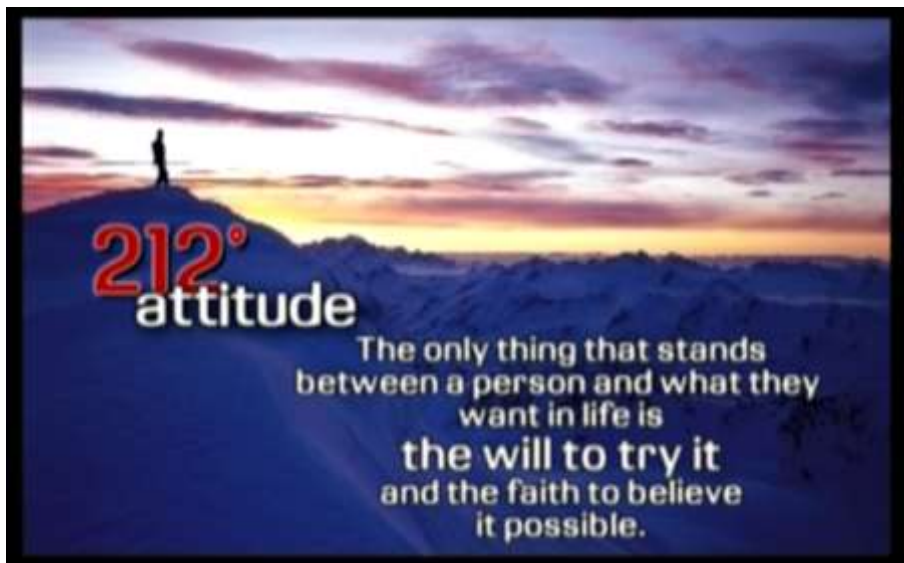
Owls try to build organizations that are as safe and secure, predictable and stable as possible. They place high value on order, and they emphasize policies and procedures, chain of command, and precedents in determining what steps to take. Owls are cautious, and like a lot of information, with adequate time to study and analyze it before deciding on a course of action.

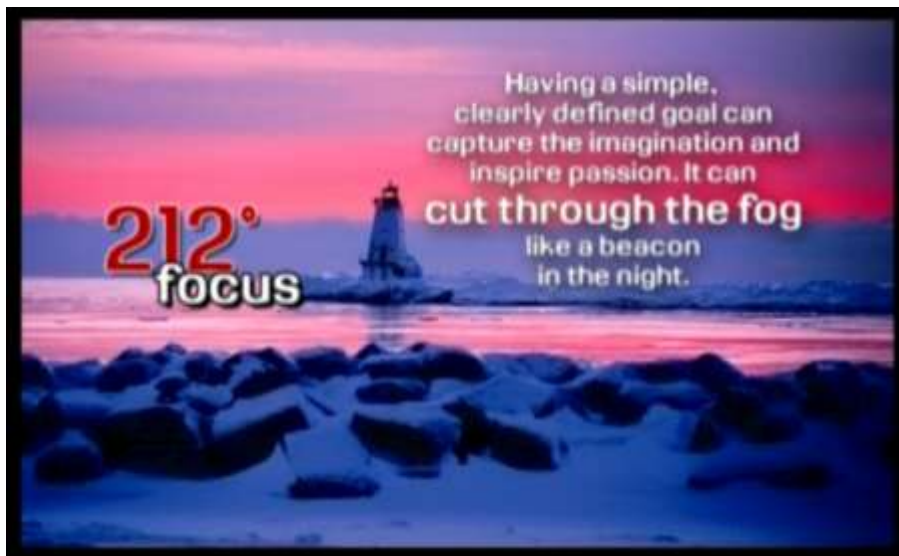
Owl organizations are quiet, neat, tidy, and peaceful. There may be tension under the surface when there is a great deal of change required or there’s a crisis — but on the surface things seem calm.

Owls develop standard operating procedures for dealing with as many situations as possible, and try to anticipate all eventualities. Owls hate to be caught unprepared. Owl organizations always have contingency plans to back up their contingency plans. They generally remain calm in a crisis, and rarely do anything rash.



Stories







Action

212 is not only a message of action – it's a message of

**PERSISTENT AND
ADDITIONAL ACTION**

To get what we've never had
we must do
what we've never done.

You
are now aware

212°

You
now have a target
for everything you do...