

**How did you do?** Remember this isn't a pass-fail test. This evaluation simply shows your tendencies and traits. As you look at your charted score, you may see a blend of all four categories. That's fine. Or you may see two scores significantly higher than the others. Or you may have one category that's head and shoulders above the other three. No none pattern is "correct." The traits listed in the right-hand column may be the way your positive traits are perceived by your family or friends.

**Lions** (*Choleric/Dominance*)

*Strengths* – Visionary, practical, productive, strong-willed, independent, decisive, bottom line, problem-solvers, not conversational, leader

*Weaknesses* – Cold, domineering, unemotional self-sufficient, unforgiving, sarcastic, cruel, too direct, demanding, pushy, avoids relations, too busy, overlooks feelings, inflexible, avoids relationships

**Otters** (*Sanguine/Influence*)

*Strengths* – Fun-loving, entertainers, net-workers, motivators, creative, talkers, outgoing, responsive, warm, friendly, talkative, enthusiastic, compassionate

*Weaknesses* – Undisciplined, unproductive, exaggerates, egocentric, unstable, day dreaming, impatient, attacks under pressure, lacks follow-through, doesn't see details, not focused.

**Retrievers** (*Phlegmatic/Steadiness*)

*Strengths* – loving, nurturing, loyal, good listeners, encouragers, calm, easy-going, dependable, quiet, objective, diplomatic, humorous

*Weaknesses* – Selfish, stingy, procrastinator, unmotivated, indecisive, fearful, worrier, losses identity, attracted to hurting people, holds personal hurts inside, can be taken advantage of.

**Beavers** (*Melancholy/Compliance*)

*Strengths* – hard-working, detailed, accurate, focused on quality, analytical, self-disciplined, industrious, organized, aesthetic, sacrificing

*Weaknesses* – Moody, self-centered, touchy, negative, unsociable, critical, revengeful, inflexible, controlling, strict, boring, stubborn, serious

Consciously work to become more aware of your natural tendencies. Go for a healthy balance, tempering any extreme problem area, focus on your strengths and learn to cultivate the strengths of less dominant personality traits. Some suggestions for each personality type:

Lions: Be softer and more gentle and include others when making decisions.

Otters: Think before you speak, and consider consequences before you act.

Retrievers: Practice saying no and making firm decisions.

Beavers: Learn to relax and don't expect others to do things just like you.

**Personality Types Inventory**

adapted from Gary Smalley's work



**How to Take and Score the Inventory**

1. For each temperament type, circle the positive traits (in the left column) that sound the most like you – as you are at home. It will probably help to cover the right hand column as you take the inventory, to help you focus on the positives. Do not score yourself as you behave at work. (If you want to evaluate your "at work" tendencies, take the test again later, with that environment -- or any other – in mind.) For now, ignore the right hand column.

2. For each trait, add up the number of circled traits (in the left column) and then double that number. This is your score.

3. To graph your temperament "mix", mark your score for each temperament type on the graph with a large dot. If you want, draw a line to connect the dots.

**Lion** *Temperament Characteristics*

- Likes authority. ....Too direct or demanding
- Takes charge.....Pushy; can step in front of others
- Determined. .... Overbearing
- Confident. .... Cocky
- Firm .....Unyielding
- Enterprising. ....Takes big risks
- Competitive. ....Cold blooded
- Enjoys challenges. ....Avoids relations
- Problem solver. ....Too busy
- Productive. .... Overlooks feelings; do it now!
- Bold. ....Insensitive
- Purposeful; goal driven.....Imbalanced; workaholic
- Decision maker. ....Unthoughtful of others' wishes
- Adventurous. ....Impulsive
- Strong 'willed .....Stubborn
- Independent; self reliant .....Avoids people; seeking help
- Controlling. ....Bossy; overbearing
- Persistent. ....Inflexible
- Action oriented. ....Unyielding

"Let's do it now!"

**Lion Score** (Double the number circled): \_\_\_\_\_

**Otter**      *Temperament Characteristics*

- Enthusiastic. .... Overbearing
  - Takes risks. .... Dangerous and foolish
  - Visionary .....Daydreamer
  - Motivator. .... Manipulator
  - Energetic. .... Impatient
  - Very verbal. ....Attacks under pressure
  - Promoter. .... Exaggerates
  - Friendly, mixes easily.....Shallow relationships
  - Enjoys popularity.....Too showy
  - Fun loving. ....Too flippant; not serious
  - Likes variety. ....Too scattered
  - Spontaneous. .... Not focused
  - Enjoys change. ....Lacks follow through
  - Creative; goes for new ideas. ....Too unrealistic; avoids details
  - Group oriented. .... Bored with "process"
  - Optimistic.....Doesn't see details
  - Initiator. .... Pushy
  - Infectious laughter.....Obnoxious
  - Inspirational..... Phony
- "Trust me! It'll work out!"*

**Otter score** (double the number circled): \_\_\_\_\_

**Golden Retriever** - *Temperament Characteristics*

- Sensitive feelings. .... Easily hurt
- Loyal. .... Misses opportunities
- Calm; even keeled. .... Lacks enthusiasm
- Nondemanding ..... Weakling; pushover
- Avoids confrontations. .... Misses honest intimacy
- Enjoys routine .....Stays in rut
- Dislikes change. .... Not spontaneous
- Warm and relational. .... Fewer deep friends
- Gives in. .... Co-dependent
- Accommodating. .... Indecisive
- Cautious humor. .... Overly cautious
- Adaptable. .... Loses identity
- Sympathetic. .... Holds on to others' hurts
- Thoughtful. .... Can be taken advantage of
- Nurturing. .... Ears get smashed
- Patient. .... Crowded out by others
- Tolerant. .... Weaker convictions

- Good listener. .... Attracted to hurting people
  - Peacemaker. .... Holds personal hurts inside
- "Let's keep things the way they are."*

**Golden retriever score** (double the number circled): \_\_\_\_\_

**Beaver**      *Temperament Characteristics*

- Reads all instructions. .... Afraid to break rules
  - Accurate..... Too critical
  - Consistent. .... Lacks spontaneity
  - Controlled. .... Too serious
  - Reserved .....Stuffy
  - Predictable. .... Lacks variety
  - Practical. .... Not adventurous
  - Orderly..... Rigid
  - Factual..... Picky
  - Conscientious. .... Inflexible
  - Perfectionistic .....Controlling
  - Discerning. .... Negative on new opportunities
  - Detailed. .... Rarely finishes a project
  - Analytical. ....Loses overview
  - Inquisitive..... Smothering
  - Precise. .... Strict
  - Persistent .....Pushy
  - Scheduled. .... Boring
  - Sensitive. .... Stubborn
- "How was it done in the past?"*

**Beaver score** (double the number circled): \_\_\_\_\_

**Charting the Results**

	L	O	GR	B	
40	-----	-----	-----	-----	40
35	-----	-----	-----	-----	35
30	-----	-----	-----	-----	30
25	-----	-----	-----	-----	25
20	-----	-----	-----	-----	20
15	-----	-----	-----	-----	15
10	-----	-----	-----	-----	10
5	-----	-----	-----	-----	5
0	-----	-----	-----	-----	0