

## THE LION (Theorists)



We often see the LION as a loner by nature, describing it as attentive and on the prowl. They tend to be pragmatic, skeptical, self-contained, and focused on problem solving and systems analysis. They pride themselves on being ingenious, *INDEPENDENT*, and strong willed. They are strategic leaders who trust logic, yearn for achievement, and seek knowledge, prize technology, and dream of understanding how the world works.

Theorists are the problem solving temperament. They will analyze systems to understand how they work, so they can figure out how to make them work better. They are interested in the most efficient solutions and will listen to anyone who has something useful to teach them. They will disregard any authority or customary procedure that wastes time and resources. Their innate skepticism means that, at every encounter, you may feel you are being asked to earn their respect yet again.

Human lions are not necessarily loners but they do have a great need to know most anything about everything. They work toward have a keen **KNOWLEDGE** of their environment. They are the observers, not just watchers or listeners. When they see a problem, they are one of the first to go after it and find a way to solve it. The lion IS a leader. They're usually the bosses at work (or at least they think they are!) They are decisive and can follow through on those decisions they feel passionate about.

### The Lion Works On A Different Level

They are our strategists, our visionaries. They base their decisions on what is right and just rather than what impact their decision will have on the people around them. Lions are often misunderstood as cold and unfeeling people, because they like to talk about ideas, theories, strategies and possibilities more than people and feelings. Theorists have an insatiable hunger to accomplish their goals and will work tirelessly on any project they have set their mind to. They are rigorously logical, fiercely independent in their thinking and are skeptical of all ideas, even their own. They believe they can overcome any obstacle with their will power.

Theorists comprise as little as 5 to 10 percent of the population. Albert Einstein, Marie Curie, Bill Gates, Margaret Thatcher, Walt Disney, Camille Paglia, Ayn Rand, Thomas Jefferson, Richard Feynman, and General Ulysses S. Grant and President Dwight D. Eisenhower are examples of Theorists.

**Learning Curve...** Lions need to learn that meaningful communication takes time. They need to slow down to involve others in the decisions.

## THE OTTER (Improviser)



When we think of an Otter, adjectives such as clever, adaptable, or playful come to mind. These individuals who love the freedom to act on their *IMPULSES*. They want to live in the here and now. They love adventure and excitement. They love to troubleshoot and if there is nothing to resolve, they will CREATE a problem so they can resolve it. They are also the most verbal of all types. They like to motivate others to join them in what they feel most passion about. They sometimes want to be liked at the cost of almost anything else. They want to be where the action is. They show a constant hunger for pleasure and stimulation. They believe that variety is the spice of life, and that doing things that aren't fun or exciting is a waste of time. Improvisers are impulsive, adaptable, competitive, and believe the next throw of the dice will be the lucky one. They can also be generous to a fault, always ready to share with friends.

### Finding the Right Path for the Otter

Otters usually become the best at what they do, not because they "practice" but because they become *PASSIONATE* about whatever it is they are doing and do it over and over again. They can also be seen as irresponsible and high-spirited, and unfortunately more male otters are currently being medicated with Ritalin than any of the other three temperaments. What otters really need, though, is an open door that will enable them to make an **IMPACT** and to be free to do it their way.

They like to talk about activities, tools, how things work, about risks, luck, and what is happening now or in the near future. They are good at networking – they usually know people who know people. They can be very loving and encouraging unless under pressure or stressed. It's at this point they can use their verbal skills to attack and discourage others.

There are many Improvisers, perhaps 30 to 35 percent of the population. Ernest Hemingway, Franklin Delano Roosevelt, Bruce Lee, Amelia Earhart, Bob Dylan, Barbra Streisand, Elvis Presley, Elizabeth Taylor, Madonna, and President John F. Kennedy are examples of Improvisers.

### Learning Curve

Otters must learn to deepen relationships, be serious during serious times, and respect real deadlines and rules. Otters will struggle with the keeping focused on the mundane aspect of their job.

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## THE GOLDEN RETRIEVER (Catalysts)



Two words describe these people best: *LOYAL & DIPLOMATIC*. They're so loyal, in fact, that they can absorb the most emotional pain and punishment in both relationships at home, work, and with others – and still stay committed. They are great listeners, empathetic and warm encouragers. They are enthusiastic, trust their intuition, yearn for romance, and seek their true selves and prize meaningful relationships. They pride themselves on being loving, kindhearted,

and spiritual. They are focused on personal journeys and human potentials and are inspirational leaders. Human golden retrievers spend their lives looking for meaning and significance through authentic relationships.

### Golden Retrievers ARE Emotionally Involved in What they Do

They have often been known to quit a high paying job because the values of the company do not meet their ethical standards or values. They are also known for taking everything personally and can far too often get their feelings hurt. So what do golden retrievers like to talk about? They like to talk about relationships, ideas, and the meaning of life. They like to discuss the significance of events, the future and how to make the world a better place. Catalysts are driven by a quest for self-knowledge and self-improvement and they want to help others make that same journey.

Catalysts are naturally drawn to working with people (in education, counseling, social services, Human Resources, journalism or the ministry). Their gift is to help others find their way in life by inspiring them to grow as individuals and to fulfill their potential. They have a unique talent for helping people get along with each other and work together. You will find golden retrievers have great difficulty being assertive or dealing with conflict because they are perpetual "people pleasers." Confrontations upset them because they seem to put up angry barriers between people.

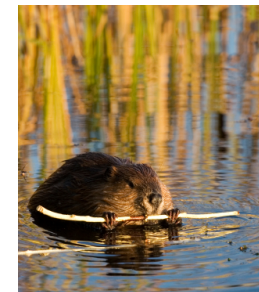
Catalysts make up no more than 15 to 20 percent of the population. Princess Diana, Joan Baez, Albert Schweitzer, Bill Moyers, Eleanor Roosevelt, Mohandas Gandhi, Mikhail Gorbachev, and Oprah Winfrey are examples of Catalysts.

### Learning Curve

Golden Retrievers need to be careful in being so supportive of people that they support the problems as well. They need to learn to confront when necessary, even when it's difficult.

## THE BEAVER (Stabilizer)

Adjectives for a beaver may be industrious, family oriented, and builder. In human terms, beavers need to have a sense of membership or *BELONGING*. They are the cement that holds our institutions together, the keepers of our traditions and the work force that knows how to serve. They have a strong need to do things right and "by the book". In fact, they're the kind of people who actually read instruction manuals. They're great at providing quality control in an organization. The rise up to the challenge that demands accuracy and attention to detail. Sometimes beavers can be misunderstood and labeled rigid and inflexible. Often when a beaver is being difficult, it is because they are in need of more **STRUCTURE**. They are cautious about change and might be the ones who remind you to "look before you leap".



### The Beaver Knows How to Tow The Line

The beaver would be described as an *AFFILIATOR*. They cringe when a pragmatist will approach any job as something to get done. To say "it won't matter if rules are broken, tradition is ignored or feelings are hurt", is just wrong. Beavers are often horrified by this approach to completing a task or project. Their attitude would be, "Why change procedure if it has always worked in the past". They will follow the **RULES** set by the community because they know the value of that community. So what do they talk about? They like to talk about duties, what they have done, their concerns and worries, real events and the past. Because rules, consistency, and high standards are so important to beavers, those who don't share the same characteristics often frustrate them. Despite deep feelings for those they love, beavers must learn to communicate their softness and warmth in a way that's clearly understood by others.

Stabilizers make up as much as 40 to 45 percent of the population. Their strong sense of duty means that they usually end up doing the indispensable but thankless jobs the rest of us take for granted. Presidents George Washington, Harry S. Truman and William Howard Taft as well as Mother Teresa are examples of Stabilizers.

### Learning Curve

Beavers need to accept that it's going to be all right if a mistake is made. They need to find tactful and caring ways to confront others. It's also healthy and good to ask others for help when you are struggling

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