

WHO YOU ARE DETERMINES HOW YOU LEAD.

How your gender, personality, and generation affect the way in which you lead and minister to others.

Introduction:

We are all different. No two of us are exactly alike. We are each unique. Duh, most of us would say, but in our everyday lives, I don't think we recognize this enough. I cannot count how many times I wanted someone to be more like me or do things the way I wanted them done. I have tried to change people. I have not always appreciated every youth for being the unique, individual person they are.

We each have different backgrounds, experiences, personalities, and various combinations of age, gender, etc., and how all these things cram together inside each of us determines greatly how we lead others.

Opening Activities

OPTION 1

Craft Intro: Let's get to know a little bit about each other by sharing some of our uniqueness. In front of you are various supplies. You have 5 minutes to design a project that introduces yourself to the rest of the group. You can use any supplies you like in any way you like. You can make a poster, sculpture, write a poem, or just list some things about yourself.

Supplies to offer could include:

Construction paper, markers, pipe cleaners, colored cotton balls, clay, craft sticks, etc.

Allow time for each person to share either in small groups or as a large group if less than 10 total people.

What we learned about who we are...

** Obvious – the things that were shared. But also, what we chose to share and not share tells about us as well. Open or private, what we see as important.*

** The type of project they made – creative, neat/messy, personal/vague, fast/slow.*

** Not just what you did, but how you did it says a lot about you. No two projects were exactly alike.*

OPTION 2

Group Games: Now that we learned a little bit about each other individually, we are going to see how you relate to one another through some group games. Play opens us up to relationship and helps us learn about one another. For the next few minutes, let's all let our guard down a bit and see what happens as we try to accomplish a task together.

*** *Who's the Leader***

Guidelines: Have the group start as they are, do not ask them to circle up or sit down. Just ask the participants to all get in the exact same position, every body part placed identically to everyone else's on the team. "We can go on as soon as everyone complies."

Processing: Who was eventually copied by everyone else and why? What steps can you identify that you went through as you attempted to conform to the same position that everyone was in? How comfortable was it to become exactly like everyone else or to go along with the peer pressure? Who resisted and why?

*** *Mission Impossible***

Need space with lots of places to tape up a web

Equipment: Ball of String

Description: This is done with younger age groups but the older ones sometimes have a good laugh. I always do. Attach string to one end of a room and tie it at different places and heights to form a giant spider web. (Designing the web is often enjoyed the most) Depending how complex your web is you can blind fold and then they can instruct their mates through the web to the other side of the room. Or we play the mission impossible theme, dim the lights and have challenges to see who can get through to the other side of the room without touching the 'laser beams'

*** *Straw towers.***

Each team (of 3-6 people) receives a package of straws (at least 50 – 100 per team). The goal is to design and build the tallest freestanding tower possible. The structure cannot lean against an object such as a chair or table or be suspended from the ceiling. The team with the tallest tower at the end of the time limit wins.

You may want to allow teams to have some additional supplies such as straight pins or a small amount of tape to make the task easier.

Discussion Questions for Team Activities...

- 1) Do you feel your team was successful in accomplishing the task? Why or why not?
- 2) Describe the process your team used in attempting to accomplish the task. What worked? What failed or did not work so well?
- 3) What did you learn about one another through this activity?
- 4) What role did you play in the team effort?
- 5) My observations. I need to take some notes and share on leadership and personalities.

PERSONALITY TEST

The dictionary definition of personality is the collection of emotional and behavioral traits that characterize a person. That is, your personality is how you present yourself to the world. It is how others see you. Is that important for leadership effectiveness? I think so. Your public persona is the catalyst for enrolling followers.

There are many different personality tests out there. We are going to take one together today that was invented by Dr. Gary Smalley and is based on his book The Treasure Tree. This test follows the psychological ideal of there being four distinct personality types. In this test, the categories are: Lion, Otter, Beaver, and Golden Retriever. After we each figure out what animal we are most like, I will share with you the characteristics for each as well as how they relate to one another.

TIPS:

- * Do not pick what you want to be. Pick things that best describe you.
 - * Do not over think it. Move rather quickly. Don't ask for explanations.
 - * Think primarily about you in your ministry context. Some traits we display at work more than at home and vice-versa.
 - * Do not pre-conceive any ideas about which one you are. Take it openly.
 - * There is no formula for correct or incorrect. Some will score heavily in one area. Some will have two that are quite equal. There is no correct pattern, except the truthful one.
- *Pass out the test and explain the process of taking it.*
 - *Have pens and plenty of copies available. Have explanation copies as well.*
 - *After completion, have each person share their results.*
 - *Have a copy of the animal traits for each participant. Do not let participants have these until after they have completed the test.*

In his book, The Youth Ministry Survival Guide, Len Kageler notes that in a recent study of youth workers there were: Lions 25%; Otters 32%; Golden 30%; Beavers 13%, as their primary personality type.

He also found that there was no personality type that stood out as being any more successful in growing or running a healthy youth ministry than any other. No one personality is better across the board than another in growing and leading a ministry.

Each will be lead differently but not necessarily better. The key is to lead in your style. Know your personalities' strengths and weaknesses. This allows you to let your personality flow naturally and utilize your strengths, but also to surround yourself with those who compliment you and fill in where you are weak.

It is so important to be emotionally intelligent. There is also real power in taking this as a team. Knowing each other and the "why's" behind many of the behaviors is of enormous value to teams. This aids in being sensitive to others' differences not as being less than, just different.

MAN / WOMAN

To best explain the differences between men and women I turn to John Eldredge. He has authored many books along with his wife Stasi. In talking about his book *Wild at Heart*, he says...

"Your feelings from the heart are the most profound, the deepest, the truest you," he said. "The heart is the source of your memories, passions and desires. It's where you do your life. I believe there are universals written on the human heart. And, what's so awesome about that is there are particulars as well. You may love to write and think, while another man loves to build and to construct things. Another person loves to sing. The uniqueness of the human heart helps us share the essential universals between us. That's what makes getting to know a person so fascinating."

"We all process the same spirit, but do it differently," he explained. "Men and women are fundamentally different from a theological perspective or a neurological construction of the brain. Science and experience tell us to look at the core desires of a man's heart vs a woman's heart. A man desires a great battle to fight with his warrior within. That energy is not universal to women, but it is to men, while women want to be pursued. Every woman wants to be fought for. Look at films that men like and women like: men love *Braveheart*, *Gladiator*, and *Lord of the Rings*. Men tend to like the Aragorn figure, while women are drawn to Arwen. Women want to be the beauty. Not every man wants to be the beauty. When she was little she dressed up in twirling skirts. Women love *Titanic*, *Sleepless in Seattle*, and *Sense and Sensibility*."

"I think a woman's deepest fear is abandonment," he said. "After interviewing thousands of women I've discovered that a man's deepest fear is failure. So when a woman attacks a man's masculine strength, she brings about his worst fear. Now he withdraws. He backfires, and his wounded heart must be healed."

"Men ask the basic question 'do I have what it takes?' (*sons are asking father's this when they ask to wrestle, or throw ball. They want to know from their father that they do have what it takes. And when the father is not around, or is emotionally unavailable, this question often goes unanswered*)

"As Christ comes out of the water, His Father speaks validation. His voice ripped away the religious drapery and the Father said, 'Jesus, you are the real deal. You have what it takes.' And this is right at the moment Christ is about to launch into his mission. When we show that image to men, they see that God will speak to them the same way. We are sons of God and He will validate us."

As practical men, we ask ourselves the question, 'what works?' (*Men like to solve problems. Women usually just need to talk about their problems with someone who will care and listen. They are not as interested in a quick solution..*)

- to read the entire interview, go to: www.menstuff.org/columns/overboard/eldridge.html

How does this affect and relate to your leadership and ministry?

** Men – fear of failure...Do I have what it takes?* The boys in your youth group are asking this question. Male youth directors and preachers are afraid of failure. *How does this influence ministry? Your personal actions and beliefs, but also how you minister to and with others?*

Matthew 3: 13-17 (NIV)

¹³Then Jesus came from Galilee to the Jordan to be baptized by John. ¹⁴But John tried to deter him, saying, "I need to be baptized by you, and do you come to me?"

¹⁵Jesus replied, "Let it be so now; it is proper for us to do this to fulfill all righteousness." Then John consented.

¹⁶As soon as Jesus was baptized, he went up out of the water. At that moment heaven was opened, and he saw the Spirit of God descending like a dove and lighting on him.

¹⁷And a voice from heaven said, "This is my Son, whom I love; with him I am well pleased."

Jesus is about to start this huge mission. Lots of opportunity for failure, and God comes to validate him and assure him, and answer the question "Do I have what it takes?"

** Women – fear abandonment...Am I captivating/desirable?*

Your teen girls are seeking an answer to this question. Ideally this question is answered by her father in a positive and healthy way. However, dad may not be answering this question at all or answering it negatively, saying, "No, you are not captivating."

When this question is not answered positively and in a healthy manner by their father, where and in what ways do teenage girls seek the answer to this question?

GENERATION / AGE

*What are some of the differences between younger and older leaders in youth ministry?
- Have participants discuss this question and share their answers.*

Here are some thoughts on this...

Younger leaders, especially men will try to establish their dominance. Young leaders feel a need to show their strength and display their capability and competence. Young leaders are often seen as cool and popular. They have the ability to draw kids into the ministry with their charisma and charm. They often have ample time to invest in building relationships outside of regular programming time.

Older leaders possess much more wisdom. They are better able to see the bigger picture. They have learned from experience and understand the value of continuous learning. Older leaders can be viewed as a mother or father figure. Often, they have family responsibilities that do not allow for as much time to invest in relationships with youth outside of the program time.

Bridging the age gap

With four generations together in the workplace, getting along is a part of the job

BY SARA DONNELLY Experts on generations at work say this is the first time in history that four generations of workers — people born anytime from the 1920s to 1989 — are sharing office space. Just as families struggle to find common ground between loved ones whose world views are shaped by the society they knew as children, so do some workplaces where old and young employees alike must come together to get the job done.

According to a 2004 survey by the Society for Human Resource Management, 60% of human resources professionals said they weren't aware of any intergenerational conflict among employees. But among the 40% who said they were aware of such conflict, the most common sources of tension were just the type of stymie productivity — resentment and misunderstandings based on different takes on work ethic, dress, punctuality and relationship to authority.

According to intergenerational expert and author Cam Marston, boomers make up the largest percentage of the American workforce — 45% — followed by Gen X at 40%, millennials at 10% and traditionals at 5%. Traditionals — including the so-called "Silent Generation" and the "GI Generation" of people born in 1945 and before — are coming out of retirement to make ends meet or simply because they enjoy the work. This means employees ranging in age from their early 20s to their 70s or 80s must work together in teams, meetings and on production lines.

Employees, for example, who grew up watching Ozzie come home like clockwork to Harriet must find common professional ground with Gen Xers who grew up in single-parent or dual-income households, and who learned early in life to take care of themselves. These "generational signposts," Johnson says, influence the way employees regard work.

One of the most striking examples of the differences between generations are the divergent ways a typical boomer manager and a typical entry-level millennial regard work/life balance. "These two generations just don't seem to get each other," says Manpower's Clark.

** What is your volunteer team like? Do you have a mix of generations working with the youth? What are some advantages to having different generations involved in ministry together? What are some of the challenges?*

For additional discussion or insight, you can find a lot of research on the differences between the generations. There are several graphs that can be used to spark discussion or to gain insight on this subject. One graph I have used in my workshop is found at www.fashion-era.com

INTROVERT / EXTROVERT

Caring for your introvert

The Atlantic

Do you know someone who needs hours alone every day? Who loves quiet conversations about feelings or ideas, and can give a dynamite presentation to a big audience, but seems awkward in groups and maladroit at small talk? Who has to be dragged to parties and then needs the rest of the day

to recuperate? Who growls or scowls or grunts or winces when accosted with pleasantries by people who are just trying to be nice?

If so, do you tell this person he is "too serious," or ask if he is okay? Regard him as aloof, arrogant, rude? Redouble your efforts to draw him out?

If you answered yes to these questions, chances are that you have an introvert on your hands—and that you aren't caring for him properly. Science has learned a good deal in recent years about the habits and requirements of introverts. It has even learned, by means of brain scans, that introverts process information differently from other people (I am not making this up). If you are behind the curve on this important matter, be reassured that you are not alone. Introverts may be common, but they are also among the most misunderstood and aggrieved groups in America, possibly the world.

Remember, someone you know, respect, and interact with every day is an introvert, and you are probably driving this person nuts. Shy people are anxious or frightened or self-excoriating in social settings; introverts generally are not. Introverts are also not misanthropic, though some of us do go along with Sartre as far as to say "Hell is other people at breakfast." Rather, introverts are people who find other people tiring.

Extroverts are energized by people, and wilt or fade when alone. They often seem bored by themselves, in both senses of the expression. Leave an extrovert alone for two minutes and he will reach for his cell phone. In contrast, after an hour or two of being socially "on," we introverts need to turn off and recharge. My own formula is roughly two hours alone for every hour of socializing. This isn't antisocial. It isn't a sign of depression. It does not call for medication. For introverts, to be alone with our thoughts is as restorative as sleeping, as nourishing as eating. Our motto: "I'm okay, you're okay—in small doses."

How can I let the introvert in my life know that I support him and respect his choice? First, recognize that it's not a choice. It's not a lifestyle. It's an *orientation*.

Second, when you see an introvert lost in thought, don't say "What's the matter?" or "Are you all right?"

Third, don't say anything else, either.

There is often misunderstanding about exactly what an introvert and extrovert is...

* Myths – on the handout.

* Redefining – Extroverts are energized by being around people. Introverts are drained by being around people, especially ones they do not know well.

Extroverts are outwardly focused – Introverts are inwardly focused.

* Go through chart and explain each briefly

* Was Jesus an Introvert or Extrovert? An interesting question.

* Tips – on handout.

The Chart – Give some examples for each. Some personal.

Going to parties with Amy – drained me.

Meeting with people in the office – verses Steve.

Watch Tigers on TV rather than go to the game.

Content to read a book, work on a project, mow the grass. Extrovert have on head phones, texting people, party after to enjoy the yard.

I am not shy. I enjoy public speaking.

One must be an extrovert to be an effective leader.

False! Either style can be successful. Each has its own strengths and different situations may call on the particular strengths of either.

This is just who I am and others are going to have to accept it and deal with it.

False! This is selfish and poor leadership. The smart and successful leader emphasizes the strengths of his style while attempting to lessen the weaknesses or limitations.

Tips for the Extrovert

- * Try to underwhelm. You can overwhelm and intimidate others.
- * Don't get caught up in yourself. Pay attention to others and to what they have to offer.
- * Let others speak first. You have a tendency to push your idea and agenda. You may silence a good idea from another by the excitement and commitment you show to your own idea.
- * Excessive talking comes off to some people as arrogance.
- * Listen. If you are thinking of what you are going to say when the person you are listening to is done talking, then you are not listening.
- * Avoid the popularity contest. Instead, use the fact that people like you and are drawn to you to lift up others.
- * Seek out visitors! You are the introvert's best friend when it comes to engaging new people. Introverts don't like to do this. So welcome and welcome some more.

Tips for the Introvert. You are a leader, and some aspects of this are going to be difficult for you!

- * Communicate more than you think you need to! A primary shortcoming is that you do not communicate enough. Write cards, send newsletters, shake hands. It is difficult and uncomfortable, but not everyone reads the bulletin announcements and puts them all on

their calendar 9 weeks ahead of time. You must communicate your vision and give direction.

- * Give feedback. When you don't you seem aloof or inaccessible.
- * Give encouragement and affirmation.
- * Meet with other leaders individually. This is more time consuming, but it may make you feel more comfortable and the pay-off could very well be worth it.
- * Put yourself out there. Whether it is a situation within the ministry or somewhere in your personal life. Get out on a limb where you have to meet new people, communicate, or rely on others.

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CLOSING

*God could have made us all Expressives.
We could have lots of fun but accomplish little.
He could have made us all Analyticals.
We would have been organized and charted
but not very cheerful.
He could have made us all Dominants.
We would have been set to lead,
but impatient that no one would follow!
He could have made us all Solids.
We would have had a peaceful world
but not much enthusiasm for life.
We need each temperament for the total function of the body.
Each part should do its work to unify the action and produce harmonious results.*

-Florence Littauer in *The Gift of Encouraging Words*

It is important to build a ministry team of people who are not like you. Those you minister to are different, so to have a strong team, the members must be different in age, gender, and personality.

1 Corinthians 12

Spiritual Gifts

¹Now about spiritual gifts, brothers, I do not want you to be ignorant. ²You know that when you were pagans, somehow or other you were influenced and led astray to mute idols. ³Therefore I tell you that no one who is speaking by the Spirit of God says, "Jesus be cursed," and no one can say, "Jesus is Lord," except by the Holy Spirit.

⁴There are different kinds of gifts, but the same Spirit. ⁵There are different kinds of service, but the same Lord. ⁶There are different kinds of working, but the same God works all of them in all men.

⁷Now to each one the manifestation of the Spirit is given for the common good. ⁸To one there is given through the Spirit the message of making videos, to another the message of figuring out what Deuteronomy is all about by means of the same Spirit, ⁹to another an unparalleled ability to get seventh graders to be quiet long enough to do announcements by the same Spirit, to another gifts of playing video games by that one Spirit, ¹⁰to another a great singing voice, to another giving great hugs, to another booking charter buses and hotel stays, to another speaking in lingo that the kids understand,^[a] and to still another the interpretation of the lingo the kids speak.^[b] ¹¹All these are the work of one and the same Spirit, and he gives them to each one, just as he determines.

¹²The body is a unit, though it is made up of many parts; and though all its parts are many, they form one body. So it is with Christ. ¹³For we were all baptized by^[c] one Spirit into one body—whether southern or northern, Junior High minister, college minister—and we were all given the one Spirit to drink.

¹⁴Now the body is not made up of one part but of many. ¹⁵If the foot should say, "Because I am not a hand, I do not belong to the body," it would not for that reason cease to be part of the body. ¹⁶And if the ear should say, "Because I am not an eye, I do not belong to the body," it would not for that reason cease to be part of the body. ¹⁷If the whole body were an eye, where would the sense of hearing be? If the whole body were an ear, where would the sense of smell be? ¹⁸But in fact God has arranged the parts in the body, every one of them, just as he wanted them to be. ¹⁹If they were all one part, where would the body be? ²⁰As it is, there are many parts, but one body.

²¹The eye cannot say to the hand, "I don't need you!" And the head cannot say to the feet, "I don't need you!" ²²On the contrary, those parts of the body that seem to be weaker are indispensable, ²³and the parts that we think are less honorable we treat with special honor. And the parts that are unpresentable are treated with special modesty, ²⁴while our presentable parts need no special treatment. But God has combined the members of the body and has given greater honor to the parts that lacked it, ²⁵so that there should be no division in the body, but that its parts should have equal concern for each other. ²⁶If one part suffers, every part suffers with it; if one part is honored, every part rejoices with it.

²⁷Now you are the body of Christ, and each one of you is a part of it. ²⁸And in the church God has appointed first of all youth directors, a close second junior high Sunday school teachers, third head, then workers of miracles like getting the girls in Cabin 8 to get along, also those having gifts of listening, those able to help others, those with gifts of administration, and those speaking in different kinds of strange computer language. ²⁹Are all apostles? Are all prophets? Are all teachers? Do all work miracles? ³⁰Do all have gifts of listening? Do all speak in computerese? ³¹But eagerly desire the greater gifts. And now I will show you the most excellent way.

1 Corinthians 13 – We can all love!!!

Love

¹If I speak in the tongues^[a] of men and of angels, but have not love, I am only a resounding gong or a clanging cymbal. ²If I have the gift of prophecy and can fathom all mysteries and all knowledge, and if I have a faith that can move mountains, but have not love, I am nothing. ³If I give all I possess to the poor and surrender my body to the flames,^[b] but have not love, I gain nothing.

⁴Love is patient, love is kind. It does not envy, it does not boast, it is not proud. ⁵It is not rude, it is not self-seeking, it is not easily angered, it keeps no record of wrongs. ⁶Love does not delight in evil but rejoices with the truth. ⁷It always protects, always trusts, always hopes, always perseveres.

⁸Love never fails. But where there are prophecies, they will cease; where there are tongues, they will be stilled; where there is knowledge, it will pass away. ⁹For we know in part and we prophesy in part, ¹⁰but when perfection comes, the imperfect disappears. ¹¹When I was a child, I talked like a child, I thought like a child, I reasoned like a child. When I became a man, I put childish ways behind me. ¹²Now we see but a poor reflection as in a mirror; then we shall see face to face. Now I know in part; then I shall know fully, even as I am fully known.

¹³And now these three remain: faith, hope and love. But the greatest of these is love.

Some people have an easier time developing their leadership skills than others. Most agree that certain personality types make better leaders. So the real question is, "What is your leadership personality?" Below are examples of different leadership personalities, as you read each one try to decide which best fits you.

- **Powerful leader:** this type leader is also known as the lion in the organization. He is a person that loves to be in the driver's seat. The strength of this leadership personality is good decision making skills; the negative is the tendency to be a morale killer. However, once people see his caring heart, they will learn to love and respect him, and will also grow from his challenges.
- **Perfectionist leader:** this type leader is also known as the beaver in the organization. She is the type person that keeps all the T's crossed and the I's dotted. A person with this personality type can easily handle the details of day-to-day operations, but can let the small stuff get in the way. Rest assured however, everyone that she comes in contact with will learn and grow from her wisdom.
- **Peaceful leader:** this type leader is known as the golden retriever in the organization. He is by far the hardest to motivate, and will frustrate most of the other personality types. However, this type of personality possesses the greatest amount of compassion. So much so that it will be very easy for others to share their innermost feelings with him.
- **Popular leader:** this type leader is known as the fun-loving otter in the organization. She is always ready to have fun, and will create a fun environment if one is not there. Her leadership strength is the ability to rally the troops to achieve the organizations goals. Everyone loves to spend time with this type personality, everyone except the beavers. Fun-loving otters will often overlook the details that are important to making everything balance at the end of the day; or so beavers tend to think.

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."

Now take note of the right-hand column extreme for each of your circled characteristics. This might be how your positive traits are perceived by your family or friends.

Lions are leaders, decisive, bottom line, problem-solvers, not conversational.

Otters are fun-loving, entertainers, net workers, motivators, creative, talkers.

Retrievers are loving, nurturing, loyal, good listeners, encouragers.

Beavers are hard-working, detailed, accurate, focused on quality.

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.

Understanding the Animal Temperaments

The last post ([Personality Types: Lion, Otter, Golden Retriever, and Beaver](#)) examined the strengths and weaknesses of each temperament and asked to look at which applied to you personally. Which of the animals did you see the most of in you? Which ones did you see the least of in you? From experience, I have seen this exercise as beneficial to creating successful teamwork, communication, and harmony in the work place. This time lets talk about understanding the unique needs and desires of each temperament.

Otters - "Trust me!", "Lighten up!"

Golden Retrievers - "Why change?", "Let's work together!"

Their Environment: family pictures, slogans on the wall, personal items, relaxed friendly decorations



They Gain Security by: close relationships

Their Pace: slow and easy

Their Needs: a climate that processes

They're Irritated by: pushy and aggressive behavior, insincerity, being put on the spot, disrupting the status quo

For Growth They Need to: take risks, delegate to others, confront, develop confidence in others, learn to change and adapt

Avoid With Them: conflict, sudden unplanned risky changes, overloading, confusing

Beavers - "Do it right!", "Prove it!"

Their Environment: structured and organized, charts and graphs, functional decor, formal seating arrangement

They Gain Security by: preparation

Their Pace: slow and systematic

Their Needs: a climate that describes

They're Irritated by: people who do not know what they are talking about, lack of attention to detail, surprises, unpredictability

For Growth They Need to: make faster decisions, tolerate conflict, learn to compromise, adjust to change and disorganization

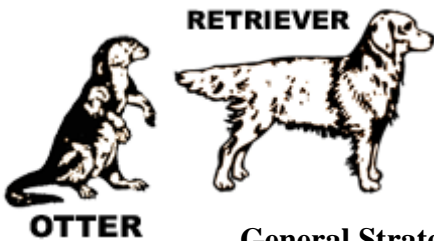
Avoid With Them: criticizing, blunt personal questions, incomplete or inaccurate recommendations

Communicating Amongst The Animal Temperaments

In this third and final installment let's look at some of the general relationship strategies that we can use when working together with other "animal" temperaments? Listed below are some working ideas to help you better understand your team mates and/or colleagues and become 'lord of the jungle':

Lions (D)

Wants You to Be: efficient and to the point



Provide Them With: options, information on what it does and by when, freedom to act, immediate action

General Strategies: be efficient and competent, support their goals and objectives, if you disagree - argue facts and not personal feelings, be precise, time disciplined, well organized, focus on the results or bottom-line, do not waste their time, let them make the decision

Otters (I)

Wants You to Be: stimulating and interesting

Provide Them With: quality, information on how it will enhance their status, increased talent, originality, uniqueness

General Strategies: be interested in them, support their dreams, feelings and opinions, be sociable, do not hurry the discussion - give them a chance to verbalize, try not to argue, don't deal with details - put it all in writing, do not be shy, agree on the specifics of any arrangement

Golden Retrievers (S)

Wants You to Be: cooperative and pleasant

Provide Them With: assurances, information on how it will affect their circumstances, popular ideas, risk sharing, reliability, assistance in presenting to others

General Strategies: be non-threatening and sincere, show personal interest and support their feelings, don't push, move along in a slow manner, show that you are listening, be easy-going, assure them that you stand behind any decisions

Beavers (C)

Wants You to Be: accurate and precise

Provide Them With: evidence, information on how they can logically justify, systematic plans, progress reviews

General Strategies: be thorough and well planned, support their thoughtful approach, demonstrate through action rather than words, be exact, organized, and prepared, give them time to verify your words, don't rush decision making, avoid gimmicks, provide evidence that what you say is true and accurate

I hope these last three articles have

*God could have made us all Expressives.
 We could have lots of fun but accomplish little.
 He could have made us all Analyticals.
 We would have been organized and charted
 but not very cheerful.
 He could have made us all Dominants.
 We would have been set to lead,
 but impatient that no one would follow!
 He could have made us all Solids.
 We would have had a peaceful world
 but not much enthusiasm for life.
 We need each temperament for the total function of the body.
 Each part should do its work to unify the action and produce harmonious results.*

-Florence Littauer in *The Gift of Encouraging Words*

Table of Equivalentents for the 4 Personality Types				
D.E.S.A. (selling style)	Dominant	Expressive	Solid	Analytical
Hippocrates Greek Terms (370 BC)	Choleric	Sanguine	Phlegmatic	Melancholy
Biblical Characters	Paul	Peter	Abraham	Moses
Gary Smalley	Lion	Otter	Golden Retriever	Beaver
DiSC	Dominance	Influence	Steadiness	Cautious Compliance
Children's Literature	Rabbit	Tigger	Pooh	Eeyore
Charlie Brown Characters	Lucy	Snoopy	Charlie Brown	Linus
For a complete Table of Equivalentents for the 4 Personality Types, click here.				

DISC is the four quadrant behavioral model based on the work of William Moulton Marston Ph.D. (1893 - 1947) to examine the behavior of individuals in their environment or within a specific situation. DISC looks at behavioral styles and behavioral preferences.

*Dominants think that life is not worth living unless they are doing something.
 Expressives think that life is not worth living unless they are talking.
 Analyticals think that life is not worth living unless they are thinking.
 Solids think that life is not worth living unless they are relaxing.*
 -William A. Glaser