



Week of March 22, 2010

Are there people in your life who tend to do things differently than you? Of course! Are you secretly hoping and praying that someday these people will suddenly realize that your way is the best way? Absolutely!!

It's human nature for us to think that our way is the best way – the right way – the normal way. It's a sign of maturity when we finally understand and accept the fact that our way is only - our way, and not the only way. It's simply a question of temperament.

The ancient Greek physician Hippocrates divided people into four personality categories: Choleric, Melancholy, Phlegmatic and Sanguine. Thereafter various four-quadrant models have been suggested to better understanding human behavior.

In the early part of the 20th century Carl Jung, a Swiss psychoanalyst, developed a temperament theory based on four separate dimensions: source of energy, information processing style, decision-making style and external response style. Each dimension formed a continuum with each end representing opposing expressions of temperament.

In the 1950's a mother-daughter team of Isabel Myers and Kathryn Briggs used Jung's theories as the basis for the *Myers-Briggs Type Indicator*. It is the best-known, most widely used personality assessment in the world today. Respondents fall into one of 16 Myers-Briggs Type Indicator categories. During this same time period David Keirsey and Marilyn Bates developed a similar model based on Jung's theories focusing on temperaments.

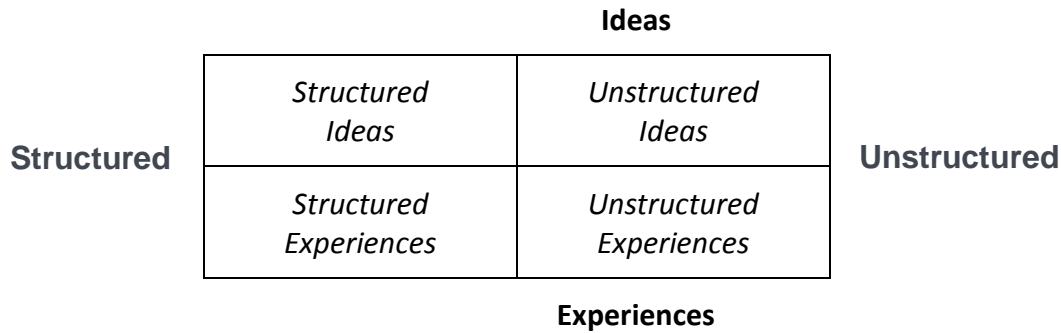
In the 1970's Ned Herrmann, Manager of Management Education for General Electric, developed a four-quadrant model based on brain research. The brain is a complex, unified and interconnected organ of the body that is divided both horizontally and vertically. The two horizontal sections of the brain include the left-brain and the right-brain. The *left-brain* is associated with logic, sequential processing, concreteness and task orientation. Likewise, the *right-brain* is linked to creativity, simultaneous processing, abstractness and interpersonal relationships. The brain is also divided vertically into three separate levels. The inner brain handles all automatic functions required for our survival. This lowest level of the brain has nothing to do with temperament.

The middle brain deals with our limbic system that is associated with our emotional being. The outer brain controls mental cognition that is related to our higher order thinking skills.

The four-quadrant model below also is based on brain research. People in the two left quadrants prefer a more structured life; those in the right two quadrants favor being more unstructured. People in the upper two quadrants enjoy the world of ideas; those in the lower two quadrants prefer life experiences.

## TEMPERAMENT TYPES

Depicted below is the resulting four-quadrant model:



Temperament theory makes it possible to better understand human behavior. It helps us understand that not everyone in the world sees things from the same perspective. Understanding your temperament will help you in relating to others, making decision, communicating with others and selecting a compatible career.

**EXERCISE 1:** For each question below, please write in the shaded box **8** points for the phrase that is “most like you,” **6** points for the phrase that is “next most like you,” **4** points for the “third most like you,” and **2** points for the phrase that is “least like you.”

QUESTIONS	COLUMN			
	A	B	C	D
1. How important to you are the following <i>values</i> ?				
a. I value being competent, knowledgeable and skilled in everything I do				
b. I value security by being a responsible citizen and obeying the law				
c. I value calculated risk-taking that tests the limits and is on the edge				
d. I value a life of significance that makes a lasting difference in the world				

QUESTIONS	COLUMN			
	A	B	C	D
2. How accurately do the following words describe your <i>strengths</i> ?				
a. I’m good at using my intellect to solve problems				
b. I’m good at working on tasks that need to be done and serve others				
c. I’m good at accomplishing what others think could not be done				
d. I’m good at perceiving emotions – my own and others.				

## TEMPERAMENT TYPES

3. How accurately do the following words describe your <i>basic drives</i> ?	A	B	C	D
a. I want to know, understand and explain the world around me				
b. I want to be a contributing member of groups that are important to me				
c. I want to test the limits of my abilities and bend the rules, if necessary				
d. I want to become the person I was meant to be and reach my potential				

4. How accurately do the following words describe your <i>strengths</i> ?	A	B	C	D
a. I use my mind to acquire and apply information competently				
b. I use my hands to accomplish tasks with excellence				
c. I use my creativity in pioneering and imaginative ways				
d. I use my heart to develop greater intimacy and harmony with others				

5. How often do you use the following <i>factors to make decisions</i> ?	A	B	C	D
a. I trust in reliable data such as established facts and information				
b. I follow the rules, procedures, laws and traditions				
c. I get a sudden idea and take action almost immediately				
d. I depend on my impressions, instincts, hunches and gut feelings				

6. How accurate are the following <i>descriptions</i> of you?	A	B	C	D
a. I tend to be logical, rational, reasonable and thorough				
b. I tend to be responsible, dependable, reliable and trustworthy				
c. I tend to be bold, daring, gutsy and brave				
d. I tend to be intuitive, perceptive, insightful and sensitive				

## TEMPERAMENT TYPES

7. How much do you enjoy the following <i>activities</i> ?	A	B	C	D
a. I enjoy developing theories that explain <i>what, how</i> and <i>why</i>				
b. I enjoy accomplishing tasks and getting things done				
c. I enjoy participating in adventures that are risky and difficult				
d. I enjoy connecting with people and building relationships				

8. How accurate are the following <i>descriptions</i> of you?	A	B	C	D
a. I try to be objective, impartial and unbiased				
b. I try to be responsible, dependable and conscientious				
c. I try to be fun, exciting and energizing				
d. I try to be loyal, faithful and trustworthy				

9. How accurate are the following <i>descriptions</i> of you?	A	B	C	D
a. I value gaining wisdom, knowledge, insight and understanding				
b. I value living a life of stability, security and safety				
c. I value living a life of calculated risk, danger and excitement				
d. I value building harmony, friendship and peace with other people				

10. How accurately do the following statements describe you?	A	B	C	D
a. I place a high value on intelligence				
b. I place a high value on preparedness				
c. I place a high value on skillfulness				
d. I place a high value on genuineness				

<b>Scoring:</b> Add the column totals and transfer your scores to the boxes on the right. The points for the four columns should add up to 200.	COLUMN			
	A	B	C	D

## TEMPERAMENT TYPES

**EXERCISE 2:** For each row of word pairs, please circle the word that is most important to you among the four. Do not analyze your answer, but go with your first impression.

	COLUMN A	COLUMN B	COLUMN C	COLUMN D
<b>1</b>	Competence	Security	Action	Significance
<b>2</b>	Thinking	Serving	Accomplishing	Feeling
<b>3</b>	Knowing	Belonging	Freedom	Becoming
<b>4</b>	Analyzing	Organizing	Doing	Relating
<b>5</b>	Information	Traditions	Impulsive	Hunches
<b>6</b>	Logical	Dependable	Daring	Intuitive
<b>7</b>	Theories	Tasks	Adventure	People
<b>8</b>	Objective	Responsible	Fun	Passionate
<b>9</b>	Wisdom	Stability	Risk	Harmony
<b>10</b>	Intelligence	Preparedness	Skillfulness	Genuineness
<p><b>Scoring:</b> When you finish, count up the number of words you circled in each column. Multiply this number by 2 and write the total points in the appropriate gray square below. The combined total points for the four columns should add up to 20.</p>				
	COLUMN A	COLUMN B	COLUMN C	COLUMN D

## TEMPERAMENT TYPES

In the chart below please record the number of points for each column in the previous two exercises. The combined total points for the four columns should add up to 220.

PART	COLUMN			
	A	B	C	D
Survey Row Total = 200				
Word Choice Row Total = 20				
TOTAL POINTS Row Total = 220				

## TEMPERAMENT TYPE

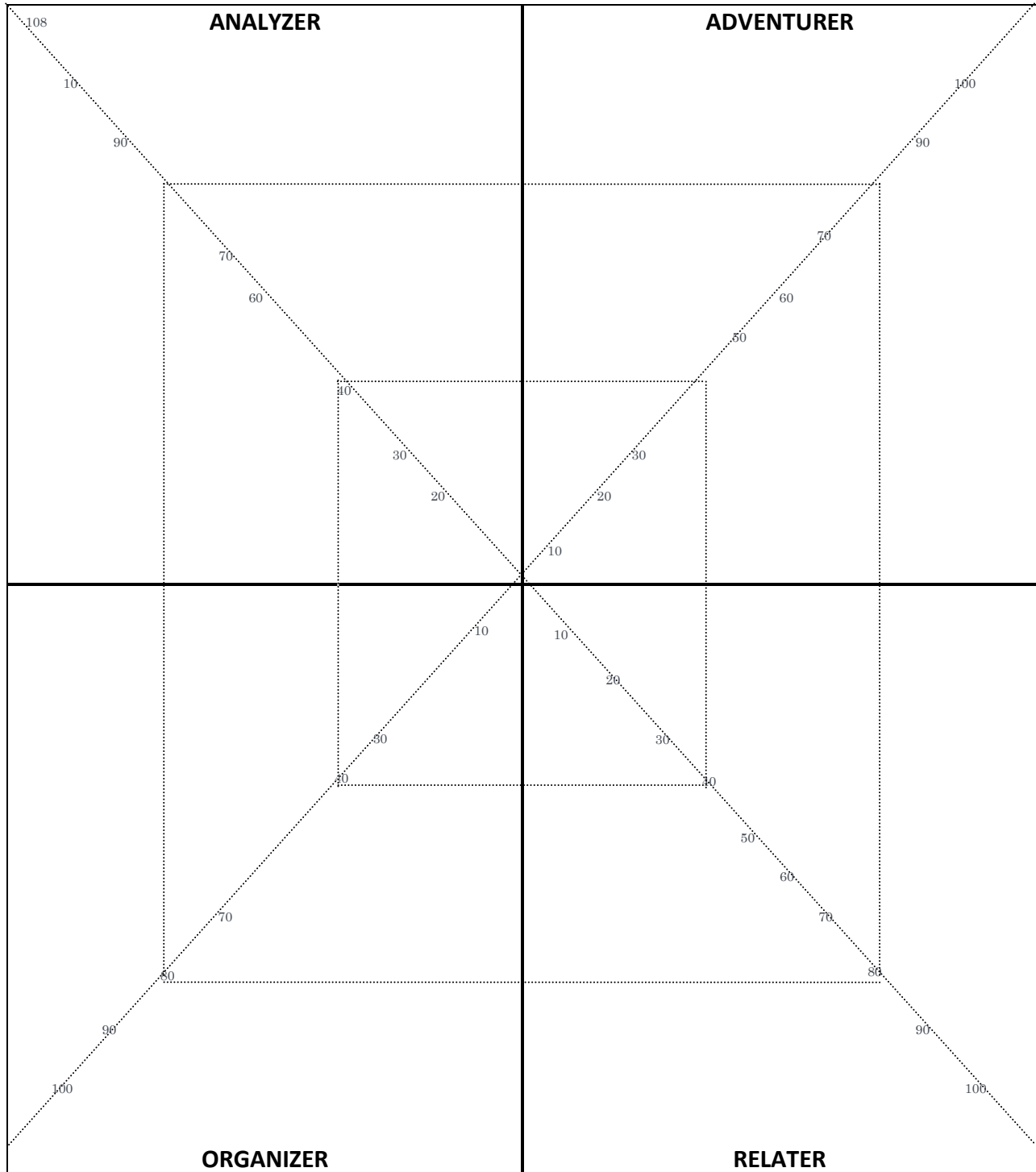
Circle your top temperament

- A Analyzer
- B Organizer
- C Adventurer
- D Relater

### EXERCISE 3:

Determine the total points for Temperament Type A from the previous page. On the next page draw a dot on the diagonal line in the upper left quadrant labeled "A." Then draw a straight line from the dot to the middle vertical axis; then draw a straight line from the dot to middle horizontal axis. Shade in the resulting rectangle. Repeat this process for quadrants "B", "C" and "D." The end product is your temperament profile.

# TEMPERAMENT TYPES



**Key**

**Inner area:** Mild tendencies.

**Middle area:** Moderate tendencies.

**Outer area:** Strong tendencies.

## TEMPERAMENT TYPES

**EXERCISE 4:** In the chart below read carefully the various traits for your top temperament. You will have some of the traits in each of the temperaments, but focus on the ones related to your top temperament. Circle the 3 traits for your top temperament that describe you the best.

