

## Column 1 highest



### **Lion** (*Fire/Dominance*)

**Strengths**– Visionary, practical, productive, strong-willed, independent, decisive, leader

**Weaknesses**– Cold, domineering, unemotional, self-sufficient, unforgiving, sarcastic, cruel

**Lions** – “Do it now!”, “What’s the point?”

**Their Environment:** lots of projects, awards on the wall, office furniture arranged in a formal way

**They Gain Security by:** control

**Their Pace:** fast and decisive

**Their Needs:** a climate that responds

**They’re Irritated by:** wasted time, unpreparedness, arguing, blocking results

**For Growth They Need to:** appear less critical, develop tolerance for conflict and resistance, pace themselves

**Avoid With Them:** attacking his/her character, telling them what to do, presenting win-lose scenarios

## Column 2 highest



### **Otter** (*Air/Influence*)

**Strengths**– Outgoing, responsive, warm, friendly, talkative, enthusiastic, compassionate

**Weaknesses**– Undisciplined, unproductive, exaggerates, egocentric, unstable

**Otters** – “Trust me!”, “Lighten up!”

**Their Environment:** cluttered, awards and slogans on the wall, personal pictures, friendly

**They Gain Security by:** flexibility

**Their Pace:** fast and spontaneous

**Their Needs:** a climate that collaborates

**They’re Irritated by:** too many facts, too much logic, boring tasks, same old approach, routine, being alone, ignoring their opinions

**For Growth They Need to:** respect priorities, more logical approach, follow through, get better organized, concentrate on the task at hand

**Avoid With Them:** negativism, rejection, arguing

## Column 3 highest



### **Golden Retriever** (*Water/Steadiness*)

**Strengths**– Calm, easy-going, dependable, quiet, objective, diplomatic, humorous

**Weaknesses**– Selfish, stingy, procrastinator, unmotivated, indecisive, fearful, worrier

**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

## Column 4 highest



### **Beaver** (*Earth/Compliance*)

**Strengths**– Analytical, self-disciplined, industrious, organized, aesthetic, sacrificing

**Weaknesses**– Moody, self-centered, touchy, negative, unsociable, critical, revengeful

**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 the expectations, incentives, and consequences and follows them!

**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