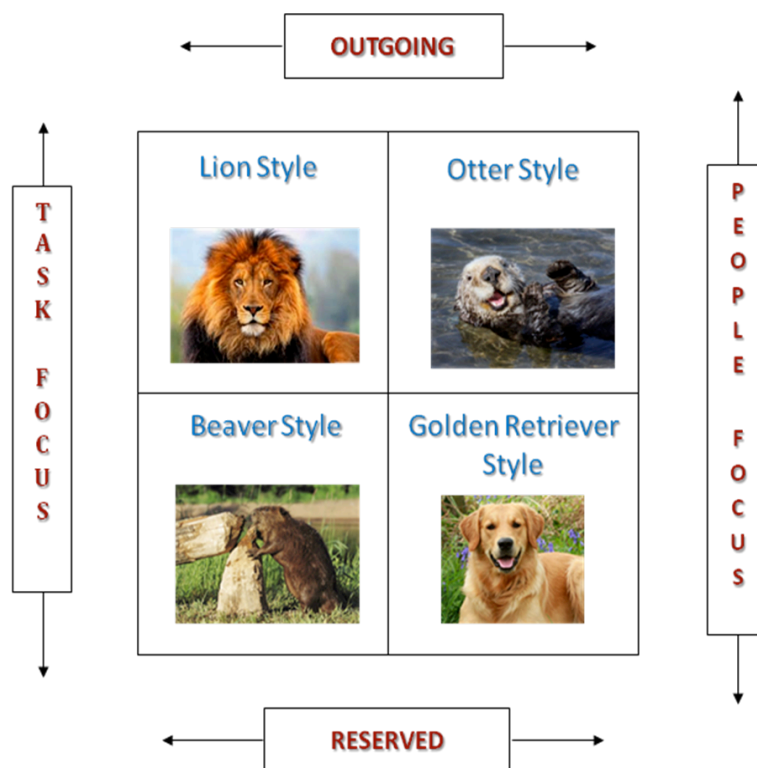


# Personality Assessment<sup>1</sup>



<sup>1</sup> Gary Smalley introduced me to the concept of Lion, Otter, Beaver and Golden Retriever as animal types that could represent different personality types in the minds of people. This material is free from the Smalley Institute [www.Smalley.cc](http://www.Smalley.cc) and no portion of the registration fee paid to Quickstep Coaching was for this assessment. The Smalley Institute granted permission to use this material.

# Personality Inventory

In the space beside each word, identify the degree in which the following characteristics or behaviors most accurately describes you in your natural working relationships. Your first impressions are usually the most accurate.

**0 = not at all; 1 = somewhat; 2 = mostly; 3 = very much**

I	II	III	IV
<input type="checkbox"/> Likes control	<input type="checkbox"/> Enthusiastic	<input type="checkbox"/> Sensitive	<input type="checkbox"/> Consistent
<input type="checkbox"/> Confident	<input type="checkbox"/> Visionary	<input type="checkbox"/> Calm	<input type="checkbox"/> Reserved
<input type="checkbox"/> Firm	<input type="checkbox"/> Energetic	<input type="checkbox"/> Non-demanding	<input type="checkbox"/> Practical
<input type="checkbox"/> Likes challenge	<input type="checkbox"/> Promoter	<input type="checkbox"/> Enjoys routine	<input type="checkbox"/> Factual
<input type="checkbox"/> Problem solver	<input type="checkbox"/> Mixes easily	<input type="checkbox"/> Relational	<input type="checkbox"/> Perfectionist
<input type="checkbox"/> Bold	<input type="checkbox"/> Fun-loving	<input type="checkbox"/> Adaptable	<input type="checkbox"/> Detailed
<input type="checkbox"/> Goal driven	<input type="checkbox"/> Spontaneous	<input type="checkbox"/> Thoughtful	<input type="checkbox"/> Inquisitive
<input type="checkbox"/> Strong willed	<input type="checkbox"/> Likes new ideas	<input type="checkbox"/> Patient	<input type="checkbox"/> Persistent
<input type="checkbox"/> Self-reliant	<input type="checkbox"/> Optimistic	<input type="checkbox"/> Good listener	<input type="checkbox"/> Sensitive
<input type="checkbox"/> Persistent	<input type="checkbox"/> Takes risks	<input type="checkbox"/> Loyal	<input type="checkbox"/> Accurate
<input type="checkbox"/> Takes charge	<input type="checkbox"/> Motivator	<input type="checkbox"/> Even-keeled	<input type="checkbox"/> Controlled
<input type="checkbox"/> Determined	<input type="checkbox"/> Very verbal	<input type="checkbox"/> Gives in	<input type="checkbox"/> Predictable
<input type="checkbox"/> Enterprising	<input type="checkbox"/> Friendly	<input type="checkbox"/> Indecisive	<input type="checkbox"/> Orderly
<input type="checkbox"/> Competitive	<input type="checkbox"/> Popular	<input type="checkbox"/> Dislikes change	<input type="checkbox"/> Conscientious
<input type="checkbox"/> Productive	<input type="checkbox"/> Enjoys variety	<input type="checkbox"/> Dry humor	<input type="checkbox"/> Discerning
<input type="checkbox"/> Purposeful	<input type="checkbox"/> Group oriented	<input type="checkbox"/> Sympathetic	<input type="checkbox"/> Analytical
<input type="checkbox"/> Adventurous	<input type="checkbox"/> Initiator	<input type="checkbox"/> Nurturing	<input type="checkbox"/> Precise
<input type="checkbox"/> Independent	<input type="checkbox"/> Inspirational	<input type="checkbox"/> Tolerant	<input type="checkbox"/> Scheduled
<input type="checkbox"/> Action oriented	<input type="checkbox"/> Likes change	<input type="checkbox"/> Peace maker	<input type="checkbox"/> Deliberate
<input type="checkbox"/> Total	<input type="checkbox"/> Total	<input type="checkbox"/> Total	<input type="checkbox"/> Total

**Plot each total in the appropriate column on the next page.**

# PERSONALITY INVENTORY

## Graph

	I	II	III	IV
	"L"	"O"	"GR"	"B"
60				
59				
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9				
8				
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6				
5				
4				
3				
2				
1				
0				

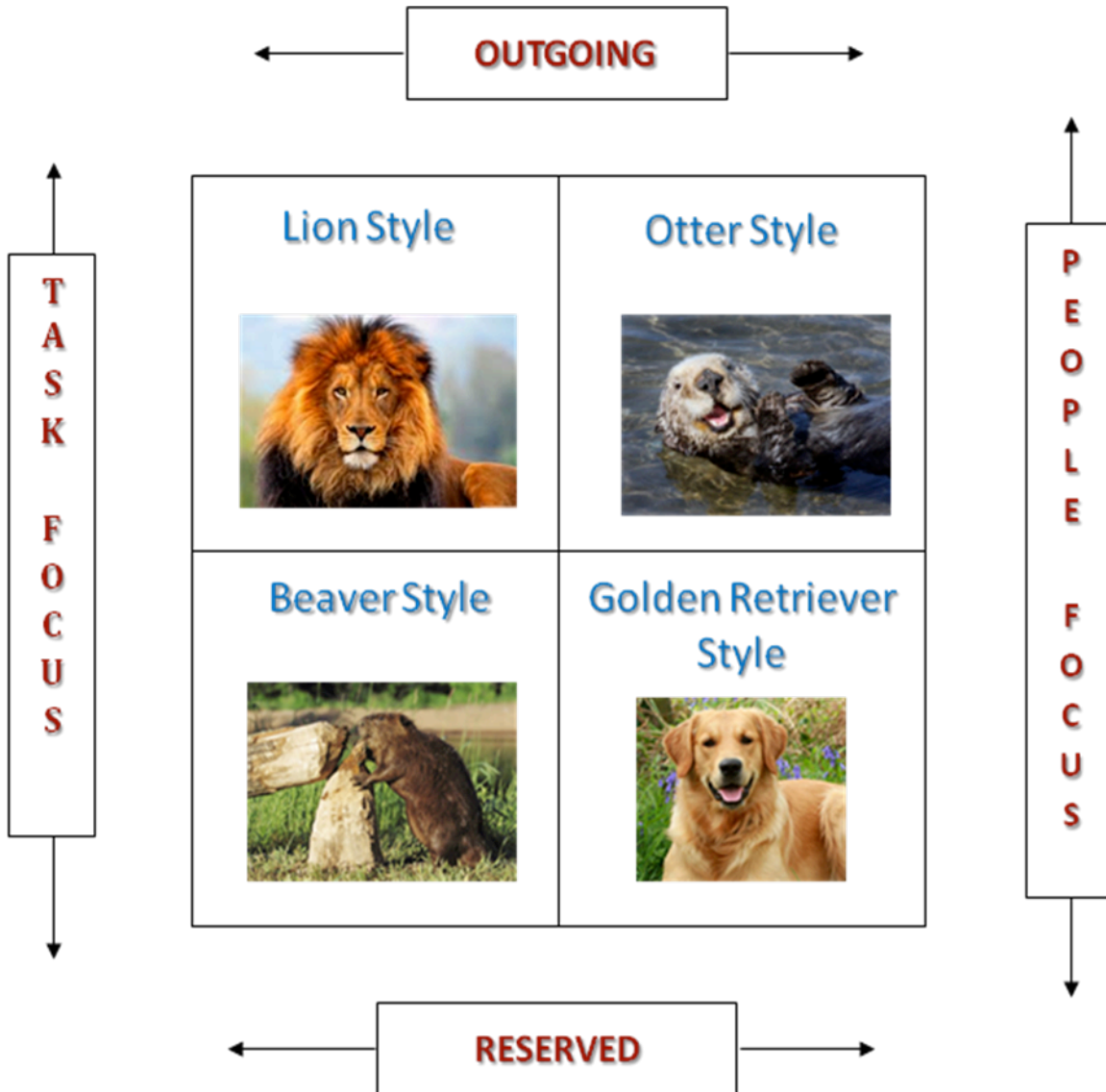
# PERSONALITY INVENTORY

## Results

Using the highest point of your graph on the previous page, find the corresponding column and read through the description in each category. If you have two or more high points that are within 2 points of each other, read through both descriptions (you probably use these interchangeably).

	Lion	Otter	Golden Retriever	Beaver
<b>Relational Strengths:</b>	Takes charge. Problem solver. Competitive. Enjoys change. Confrontational. Fast paced, quick thinkers. Focus on action and results. Takes responsibility.	Lots and lots of ideas. Enjoys/prefers new projects. Optimistic. Always up, energetic. Motivates others. Future oriented. Knows how to have fun. Communicates easily.	Warm & relational. Loyal. Peace-maker. Subtle, gentle, indirect and inclusive. Good listener. Expert. Loved by everyone. Champion of others.	Likes people, not large groups. Confident if facts are known. Likes to give advice. Quality control. Analytical. Enjoys structure.
<b>Strengths Out of Balance:</b>	Impulsive or takes big risks. Insensitive to others. Impatient with those working too slowly. Can be judgmental. Tendency to dominate others. Difficulty trusting others with work.	May not always be taken seriously. Poor operational follow through. Easily bored. May overpromise and under-deliver. Would rather talk than listen. Does not manage time well.	Sacrifice own feelings for harmony. Easily hurt or holds a grudge. Focuses on people issues over business progress. Reluctant to correct difficult people problems. Doesn't like risk taking.	Difficult to stop pursuing accuracy. Fear of mistakes creates time consuming tasks. Facts needed before risk. Tends to be critical. Worries frequently. Slower to embrace the new.
<b>Communication Style:</b>	Direct or blunt. One-way. <b>Weakness:</b> Not as good a listener.	Can inspire others. Optimistic or enthusiastic. One-way. <b>Weakness:</b> High energy can manipulate others.	Indirect. Two-way. Great listener (people). <b>Weakness:</b> Uses too many words or provides too many details.	Factual. Two-way. Great listener (tasks). <b>Weakness:</b> Desire for detail and precision can frustrate others.
<b>Relational Needs:</b>	Personal attention & recognition for what others do. Areas where he or she can be in charge. Opportunity to solve problems. Freedom to change. Challenging activities.	Approval. Opportunity to verbalize. Visibility. Social recognition.	Emotional security. Agreeable environment.	Quality. Exact expectations.
<b>Relational Balance:</b>	Add sensitivity. Become a great listener.	Be attentive to other's needs. There is such a thing as too much optimism.	Learn to say "NO" ... establish emotional boundaries. Learn to confront when own feelings are hurt.	Total support is not always possible. Thorough explanation isn't everything.

# Style Interaction Chart



**(A poem by Florence Littauer, inserting the four animals for personality types.)**

God could have made us all [Otters].

We would have lots of fun  
but accomplish little.

He could have made us all [Beavers].

We would have been organized and charted  
but not very cheerful.

He could have made us all [Lions].

We would have been set to lead,  
but impatient that no one would follow!

He could have made us all [Golden Retrievers].

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*