

“Animals of the Workplace” (pp. 45-46 *Horizons 2000+*)

1) What are the characteristics of the four animal types? (4)

Lion: \_\_\_\_\_

Otter: \_\_\_\_\_

Beaver: \_\_\_\_\_

Golden Retriever: \_\_\_\_\_

2) How does knowing different personality types help develop good working teams? (2)

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3) Why is your emotional quotient (refer to the handouts or p. 32 in *Horizons 2000+*) an important part of your personal make-up? (2)

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4) How will knowing your learning styles (refer to other notes/videos) help you succeed in school and prepare for tests or presentations? (4)

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## CASE STUDY

### Animals of the Workplace

by Diane Stafford

When the lion is away, the otters will play. The beavers will keep on working. And the golden retrievers will sit and smile benignly. That is either a bunch of poppycock or a pretty good picture of the animals in the workplace jungle—if you accept the theory that people can be categorized according to psychological type. Many educators, psychologists, and employment experts believe they can.

Ever since the Myers-Briggs Type Indicator was introduced more than half a century ago, efforts have grown to build teamwork by understanding what makes people tick differently. Several different personality “tests” are in use. One, which uses animal names to label psychological types, was introduced by counsellors Gary Smalley and John Trent. They first applied the lion, otter, beaver, and golden retriever appellations to four personalities they defined in their family counselling work. They and others say personality types can be identified by the way people answer questions about their preferences. By extension, understanding these types can provide keys to workplace harmony.

“Everyone on our staff know what they are,” said Dennis Schemmel, a psychologist and director of the Counselling and Testing Centre at the University of Missouri-Kansas City (UMKC). “And by knowing each other’s type, we are more attuned to knowing why each of us reacts the way we do.” UMKC counselling centre employees do not use animal names to describe their psychological types. But they can reel off four-letter labels familiar to users of the Myers-Briggs assessment. Schemmel, for example, is an ISTJ. He describes himself as a logical, detail-oriented person who is well-organized and takes deadlines seriously. He said he is most comfortable thinking through an issue carefully before he draws conclusions or speaks.

The ISTJ label is Myers-Briggs shorthand for one of 16 personality types obtained by combining four of eight possible preference indicators. An ISTJ personality, for example, tends to answer Myers-Briggs test questions in such a way as to indicate a preference for:

- Introversion (I) rather than extroversion (E);
- Gathering information by sensing (S) rather than intuition (N);
- Making decisions by thinking (T) rather than feeling (F);
- Preferring to deal with the world with schedules and established judgements (J) rather than spontaneity and looser perceptions (P).

An ISTJ boss, Schemmel said, could clash mightily with an ENFP second-in-command who is comfortable with improvisation instead of structured plans and with group brainstorming instead of private thoughts. Could clash but will not, if the ISTJ boss understands why the ENFP acts and reacts the way he or she does. “You cannot change the other person,” Schemmel emphasized. “But understanding his type helps enormously to understand what he is about and to understand there is a way to approach him, given his personality.”

Psychological type is an explanation of personality developed by the Swiss psychiatrist Carl Jung, who observed that human behaviour is not random. Instead, Jung said, it follows identifiable patterns of inborn preference. People administer the Myers-Briggs or similar tests to persons aged 14 and older to help discover and define those preferences.

Another assessment, the Keirsey Temperament Sorter, explained in *Please Understand Me* by David Keirsey and Marilyn Bates, compacts the four-letter Myers-Briggs types into two-letter labels to identify just four types:

- SJ (sensing/judging);
- SP (sensing/perceiving);
- NF (intuitive/feeling);
- NT (intuitive/thinking).

According to Keirsey, but not yet validated by the extensive follow-up research of the Myers-Briggs test, about 45 percent of people are SJs. SJs are the types Smalley calls beavers, the ones most likely to be detailed, deliberate workers, comfortable with following instructions. Smalley said beavers are most likely to react to a new situation by asking, "How was it done in the past?" Keirsey said about 38 percent of the population are SPs. Smalley calls them the otters. Friendly, fun-loving, verbal, and flexible, otters might offer or respond to new proposals with, "Trust me! It will work out!" Keirsey's NFs are Smalley's golden retrievers. Keirsey said they represent 10 percent of the population. They are, Smalley asserts, loyal, non-demanding, and enjoy routine. They are the most apt to say, "Let us keep things the way they are." That would leave about seven per-

cent as members of Keirsey's NT type. They are Smalley's lions, the goal driven, action-oriented people who are comfortable taking charge. The lion might say, "Let us do it now!"

Psychological typing is not universally accepted, and even its advocates warn against misuse or too-rigid acceptance of the test results. All of the assessments are self-selection, which means that people choose the response, generally to a two-choice question, which they believe fits them best.

# What is Emotional Intelligence (EQ)?

By **Michael Akers & Grover Porter**

For most people, emotional intelligence (EQ) is more important than one's intelligence (IQ) in attaining success in their lives and careers. As individuals our success and the success of the profession today depend on our ability to read other people's signals and react appropriately to them.

Therefore, each one of us must develop the mature emotional intelligence skills required to better understand, empathize and negotiate with other people — particularly as the economy has become more global. Otherwise, success will elude us in our lives and careers.

“Your EQ is the level of your ability to understand other people, what motivates them and how to work cooperatively with them,” says Howard Gardner, the influential Harvard theorist. Five major categories of emotional intelligence skills are recognized by researchers in this area.

## Understanding the Five Categories of Emotional Intelligence (EQ)

**1. Self-awareness.** The ability to recognize an emotion as it “happens” is the key to your EQ. Developing self-awareness requires tuning in to your true feelings. If you evaluate your emotions, you can manage them. The major elements of self-awareness are:

- Emotional awareness. Your ability to recognize your own emotions and their effects.
- Self-confidence. Sureness about your self-worth and capabilities.

**2. Self-regulation.** You often have little control over when you experience emotions. You can, however, have some say in how long an emotion will last by using a number of techniques to alleviate negative emotions such as anger, anxiety or depression. A few of these techniques include recasting a situation in a more positive light, taking a long walk and meditation or prayer. Self-regulation involves

- Self-control. Managing disruptive impulses.
- Trustworthiness. Maintaining standards of honesty and integrity.
- Conscientiousness. Taking responsibility for your own performance.
- Adaptability. Handling change with flexibility.
- Innovation. Being open to new ideas.

**3. Motivation.** To motivate yourself for any achievement requires clear goals and a positive attitude. Although you may have a predisposition to either a positive or a negative attitude, you can with effort and practice learn to think more positively. If you catch negative thoughts as they occur, you can reframe them in more positive terms — which will help you achieve your goals. Motivation is made up of:

- Achievement drive. Your constant striving to improve or to meet a standard of excellence.
- Commitment. Aligning with the goals of the group or organization.
- Initiative. Ready yourself to act on opportunities.
- Optimism. Pursuing goals persistently despite obstacles and setbacks.

**4. Empathy.** The ability to recognize how people feel is important to success in your life and career. The more skillful you are at discerning the feelings behind others' signals the better you can control the signals you send them. An empathetic person excels at:

- Service orientation. Anticipating, recognizing and meeting clients' needs.
- Developing others. Sensing what others need to progress and bolstering their abilities.
- Leveraging diversity. Cultivating opportunities through diverse people.
- Political awareness. Reading a group's emotional currents and power relationships.
- Understanding others. Discerning the feelings behind the needs and wants of others.

**5. Social skills.** The development of good interpersonal skills is tantamount to success in your life and career. In today's always-connected world, everyone has immediate access to technical knowledge. Thus, "people skills" are even more important now because you must possess a high EQ to better understand, empathize and negotiate with others in a global economy. Among the most useful skills are:

- Influence. Wielding effective persuasion tactics.
- Communication. Sending clear messages.
- Leadership. Inspiring and guiding groups and people.
- Change catalyst. Initiating or managing change.
- Conflict management. Understanding, negotiating and resolving disagreements.
- Building bonds. Nurturing instrumental relationships.
- Collaboration and cooperation. Working with others toward shared goals.
- Team capabilities. Creating group synergy in pursuing collective goals.

What factors are at play when people of high IQ fail and those of modest IQ succeed?

How well you do in your life and career is determined by both. IQ alone is not enough; EQ also matters. In fact, psychologists generally agree that among the ingredients for success, IQ counts for roughly 10% (at best 25%); the rest depends on everything else — including EQ.