I. Introduction

It would be a very drab, mundane world if we were all “programmed” with the same behavioral characteristics. Luckily, such is not the case. Some of us are strong willed, lead-follow-or get out of the way types. Some of us are deeply thoughtful, pondering, analytical, and somewhat pessimistic. Then there are the peacemakers that do not want to make a decision for fear of offending someone. Their philosophy is “Why can’t we all just get along?” Finally, there are the happy-go-lucky, which way is the party, I just want to have fun types. We all know people that seem to fit each of the above personality types. However, rarely does a person possess one personality type exclusively. Generally, we are a blend of two or more.

The purpose of this period of instruction is to identify the various personality types so that we can better understand the actions and behavior of our supervisors, co-workers, subordinates, and most of all our customers. Our goal is to provide the best patient care and meet our patients’ needs. Some patients will be demanding, wanting nothing but facts, no frills just function (strong-willed, lead-follow-or……get the picture?). Still others will be interested in the details, wanting to know the advantages/disadvantages, the benefits, the drawbacks (analytical, pondering……..sound familiar?). Some will just say, “I just don’t know, whatever you think is best (indecisive, no decision……….You’ve seen that before!). Then here comes the last group, they just keep talking; doesn’t really care if they can see or not, their main concern is, “Do I look good!!” (happy-go-lucky, just want to have fun…………If you are not careful, they will draw you in!!). The key point in this instruction is to learn how to identify the different personality types and learn to deal with them on their level or Meet Their Needs! Sometimes it is not the material things they want, it is to know that you care, can give them the information that they want, or help them make a decision.

II. Personality Evaluation

A. Test Word Definitions
B. Evaluation Form
1. Strengths
2. Weaknesses

III. Identifying Your Personality

A. Popular Sanguine
1. Bubbly, Natural charisma
2. Loudest and chatting constantly
3. Great storytellers
4. Short memories
5. Desire to be the center of attention
6. No memory for names, dates, places, facts; remembers colorful details
7. Very warm-hearted and physical with tendency to hug, kiss, pat and stroke friends
8. Naïve and have childlike simplicity
9. Emotional and demonstrative people; optimistic and enthusiastic about almost everything.
10. Always curious and doesn’t miss anything
11. Always thinking up new and creative ideas
12. Attract and inspires others; they are starters but need finishers
13. Never meets a stranger just new friends
14. Do things with flair, seem to lead more exciting lives than their friends
15. True extrovert

B. Perfect Melancholy
1. Introvert
2. Deep, Quiet, thoughtful
3. Pessimistic nature, foresees problems before they occur; counts the cost before building
4. Serious people who see long range goals
5. Usually marry Sanguines for some fun in their lives
6. Usually have genius intellect; born with genius potential that, properly motivated and cultivated, will produce giants
7. Very artistic and musically inclined
8. Talented and creative
9. Love lists, graphs, charts, and figures
10. Thinks in figures where Sanguines think in events
11. Very detail conscious
12. Are in pursuit of order in their lives; want order and organization
13. Usually well dressed and meticulously groomed. Efficient
14. Perfectionist with very high standards
15. By nature cannot be wasteful and loves a bargain; usually loves coupons and will spend hours cutting them out neatly
16. Want perfect mates; make friends cautiously, do they measure up? Would rather have a few faithful, devoted friends than an abundance of acquaintances as do Sanguines

C. Powerful Choleric
1. Exhibit a take charge attitude early in life
2. Seem to be born leaders; question is not will they take control, but when
3. Usually strong-willed children whose mother’s do not what to do with them
4. Compulsive and must change whatever they see out of place and correct any wrongs they see
5. Very decisive; solve problem and save time, although not everyone appreciates their decisiveness
6. Can run anything, whether or not they have any knowledge of any bylaws
7. More interested in achieving goals than in pleasing someone; this is both positive and negative since they tend to end up on top alone.
8. Very organized and are willing to follow-up on their instructions
9. Greatest asset is ability to accomplish more than anyone else, aided by their gift for organization and delegating tasks
10. Thrive on opposition; tell them they cannot do it and it just makes them that much more determined to accomplish what they set out to do
11. Have little need for friends; have projects and goals and find socializing is a waste of time and doesn’t accomplish anything
12. Have a great sense for situations and are almost correct in their assessments
13. Excel in emergencies

D. Peaceful Phlegmatic
1. Easiest of all temperaments to get along with
2. Closest there is to being a balanced person; does not function in the extremes or excesses of life but walks solidly down the middle of the road, avoiding conflict and decisions on either side
3. Try to never offend anyone and try not call attention to themselves
4. They are the learned leader where the Choleric is the “born leader”; with the proper motivation, they can rise to the top simply because of their ability to get along with everyone
5. Are pleasant and inoffensive to be around
6. Like to take things easy and in stages; never want to think too far ahead
7. Stay calm in the middle of a crisis
8. Are patient and well balanced
9. Do not have great expectations; therefore they are happy with whatever comes their way
10. Competent and steady workers; always very reliable
11. Great mediators of problems, trying to keep peace in any rank
12. Have many friends
13. Are the greatest friend of all because they are peaceful and consistent in their relationships
14. Are good listeners; would rather listen than talk

IV. Recognizing Differences In Others
A. Sanguines
1. Best at……
   a. dealing with people enthusiastically
   b. expressing thoughts with excitement
   c. in up-front positions of attention
2. Weaknesses
   a. have difficulty in accomplishing tasks in a time frame
   b. talk without thinking first
   c. like variety and flexibility
   d. tend to accept more than they can do
   e. have difficulty remembering appointments and being on time
   f. like new challenges and tire of routine
   g. tend to make decisions by feelings more than by facts

They would like helping with frames in the optical because they are born sales persons and they will bring excitement into the selection process which is sometimes a dreaded experience. As patients, they are interested in flash, color, and style, not the technical attributes of a frame or lens. Do they look good?

B. Perfect Melancholies
1. Best at……
   a. attending to details and in deep thinking
   b. keeping records, charts, graphs
   c. analyzing problems too difficult for others
2. Weaknesses
   a. very sensitive and get their feelings hurt easily
   b. pessimistic attitude
   c. are easily depressed
   d. like quiet when they work
   e. like things on a set schedule
   f. have to have a neat, organized work area

They are great at handling insurance. They prefer to be in an office to themselves so they can get their work done in a timely manner. Because they are so detail oriented, they are meticulous with numbers and will make sure it will be perfect. They also have a knack for catching errors at a glance. As patients, they want it perfect. They want information, facts, figures, benefits/drawbacks, and cost vs. benefit. They will put a pair of glasses on look up and then down, left and then right, take them off and put them on time and again. Adjustments must be
perfect; they have to “feel right to them”. Remember they are perfectionist. Not knowing this ahead of time, you might judge them as being some type of “quack” someone that just cannot be satisfied. Remember, meet their need.

C. Powerful Cholerics
1. Best at……
   a. jobs that require a quick decision
   b. in spots that need instant action and accomplishments
   c. areas that demand strong control and authority
2. Weaknesses
   a. are always right, wrong or not
   b. are not compassionate to others
   c. are leaders and will not be led
   d. can be rude and forceful
   e. do not intentionally mean to hurt feelings

They are very good at delegating responsibilities and finding the right person to fill a position. They need to be careful and let that person do the job once they are placed in the position and sometimes they are hard to please. They are great at organizing and setting up new work areas and utilizing space to the maximum. As patients, they can be demanding, impatient, and curt. Do not bore them with facts, just do your job is their attitude. They may ask a few questions, answer them. Tell them what is available, advantages/disadvantages, and they will not be long in making a decision. Leave off the colorful descriptions or personal testimonies, they probably are not interested. Their attitude is “Nothing personal, just business!”

D. Peaceful Phlegmatics
1. Best at……
   a. mediation and unity
   b. in storms that need a calming hand
   c. in routines that might seem dull to others
2. Weaknesses
   a. need direct motivation
   b. need help setting goals
   c. lack enthusiasm
   d. put things off as their form of quiet passive control
   e. need encouragement to accept responsibility
   f. have to be forced to make a decision

They are excellent at working with new contact lens patients and in pre-testing, especially if the patient is anxious or nervous about the procedure. They will be very patient and will be a calming factor with the patient. As patients, they can be difficult if you over-load them with information or give them too many options to choose from. Quickly narrow the number of options, say, three frames, always keeping in mind Meeting Their Need. You have to lead them into making a decision. If initially they do not make a selection, try another set of options, a few at a time, maybe even keeping one of the frames they have expressed some interest in.

V. What To Do After We Identify Our Personality Type
A. Analyze where our weaknesses are
B. Make a Personal Plan
C. Assess our strengths
D. Plan your steps for personal improvement
E. Ask your Co-workers for help
F. Encourage honest opinions
G. Assess patients’ personalities and meet them at their level, Meet Their Need
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**TOTALS**

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PERSONALITY EVALUATION WORD DEFINITIONS

1
Adventurous: One who will take on new and daring enterprises with a determination to master them.
Adaptable: Easily fits and is comfortable in any situation.
Animated: Full of life, lively use of hand, arm, and face gestures.
Analytical: Likes to examine the parts of their logical and proper relationships.

2
Persistent: Sees one project through to its completion before starting another.
Playful: Full of fun and good humor.
Persuasive: Convinces through logic and fact rather than charm or power.
Peaceful: Seems undisturbed and tranquil and retreats from any form of strife.

3
Submissive: Easily accepts any other’s point of view or desire with little need to assert his own opinion.
Self-sacrificing: Willingly gives up his own personal being for the sake of, or to meet the needs of others.
Sociable: One who sees being with others as an opportunity to be cute and entertaining rather than as a challenge or business opportunity.
Strong-willed: One who is determined to have his own way.

4
Considerate: Having regard for the needs and feelings of others.
Controlled: Has emotional feelings but rarely displays them.
Competitive: Turns every situation, happening, or game into a contest and always plays to win.
Convincing: Can win you over to anything through the sheer charm of his personality.

5
Refreshing: Renews and stimulates or makes others feel good.
Respectful: Treats others with deference, honor, and esteem.
Reserved: Self-restraint in expression, emotion, or enthusiasm.
Resourceful: Able to act quickly and effectively in virtually all situations.
Satisfied: A person who easily accepts any circumstance or situation.
Sensitive: Intensively cares about others, and what happens to them.
Self-reliant: An independent person who can fully rely on his own capabilities, judgement, and resources.
Spirited: Full of life and excitement.

Planner: Prefers to work out a detailed arrangement beforehand for the accomplishment of project or goal, and prefers involvement with the planning stages and the finished product rather than the carrying out of the task.
Patient: Unmoved by delay, remains calm and tolerant.
Positive: Knows it will turn out right if he’s in charge.
Promoter: Urges or compels others to go along, join, or invest through the charm of his own personality.

Sure: Confident, rarely hesitates or waivers.
Spontaneous: Prefers all of life to be impulsive, unpremeditated activity, not restricted by plans.
Scheduled: Makes, and lives according to a daily plan also dislikes his plan to be interrupted.
Shy: Quiet, doesn’t easily instigate a conversation.

Orderly: A person who has a methodical, systematic arrangement of things.
Obliging: Accomodating. One who is quick to do it another’s way
Outspoken: Speaks frankly and without reserve.
Optimistic: Sunny disposition who convinces himself and others that everything will turn out all right.

Friendly: A responder rather than an initiator, seldom starts a conversation.
Faithful: Consistently reliable, steadfast, loyal, and devoted sometimes beyond reason.
Funny: Sparkling sense of humor that can make virtually any story into an hilarious event.
Forceful: A commanding personality whom others would hesitate to take a stand against.
Daring: Willing to take risks; fearless, bold
Delightful: A person who is upbeat and fun to be with.
Diplomatic: Deals with people tactfully, sensitively, and patiently.
Detailed: Does everything in proper order with a clear memory of all the things that happen.

Cheerful: Consistently in good spirits and promoting happiness in others.
Consistent: Stays emotionally on an even keel, responding as one might expect.
Cultured: One whose interests involve both intellectual and artistic pursuits, such as theater, symphony, ballet.
Confident: Self-assured and certain of own ability and success.

Idealistic: Visualizes things in their perfect form and has a need to measure up to that standard himself.
Independent: Self-sufficient, self-supporting, self-confident, and seems to have little need of help.
Inoffensive: A person who never says or causes anything unpleasant or objectionable.
Inspiring: Encourages others to work, join, or be involved and makes the whole thing fun.

Demonstrative: Openly expresses emotion, especially affection and doesn’t hesitate to touch others while speaking to them.
Decisive: A person with quick, conclusive, judgement-making ability.
Dry humor: Exhibits “dry wit,” usually one-liners which can be sarcastic in nature.
Deep: Intense and often introspective with a distaste for surface conversation and pursuits.

Mediator: Consistently finds him or herself in the role of reconciling differences in order to avoid conflict.
Musical: Participates in or has a deep appreciation for music, is committed to music as an art form, rather than the fun of performance.
Mover: Driven by a need to be productive, is a leader whom others follow, finds it difficult to sit still.
Mixes easily: Loves a party and can’t wait to meet everyone in the room, never meets a stranger.
16
**Thoughtful:** A considerate person who remembers special occasions and is quick to make a kind gesture.
**Tenacious:** Holds on firmly, stubbornly, and won’t let go until the goal is accomplished.
**Talker:** Constantly talking, generally telling funny stories and entertaining everyone around, feeling the need to fill the silence in order to make others comfortable.
**Tolerant:** Easily accepts the thoughts and ways of others without the need to disagree with or change them.

17
**Listener:** Always seems willing to hear what you have to say.
**Loyal:** Faithful to a person, idea, or job, sometimes beyond reason.
**Leader:** A natural born director, who is driven to be in charge, and often finds it difficult to believe that anyone can do the job as well.
**Lively:** Full of life, vigorous, energetic.

18
**Contented:** Easily satisfied with what he has, rarely envious.
**Chief:** Commands leadership and expects people to follow.
**Chartmaker:** Organizes life, tasks, and problem solving by making lists, forms, or graphs
**Cute:** Precious, adorable, center of attention.

19
**Perfectionist:** Places high standards on himself and often on others, desiring that everything be in proper order at all times.
**Pleasant:** Easygoing, easy to be around, easy to talk with.
**Productive:** Must constantly be working or achieving, often finds it very difficult to rest.
**Popular:** Life of the party and therefore much desired as a party guest.

20
**Bouncy:** A bubbly, lively personality, full of energy.
**Bold:** Fearless, daring, forward, unafraid of risk.
**Behaved:** Consistently desires to conduct himself within the realm of what he feels is proper.
**Balanced:** Stable, middle-of-the-road personality, not subject to sharp highs or lows.
21
Blank: A person who shows little facial expression or emotion.
Bashful: Shrinks from getting attention, resulting from self-consciousness.
Brassy: Showy, flashy, comes on strong, too loud.
Bossy: Commanding, domineering, sometimes overbearing in adult relationship.

22
Undisciplined: A person whose lack of order permeates most every area of his life.
Unsympathetic: Finds it difficult to relate to the problems or hurts of others.
Unenthusiastic: Tends to not get excited, often feeling it won’t work anyway.
Unforgiving: One who has difficulty forgiving or forgetting a hurt or injustice done to them, apt to hold a grudge.

23
Reticent: Unwilling or struggles against getting involved, especially when complex.
Resentful: Often holds ill feelings as a result of real or imagined offenses.
Resistant: Strives, works against, or hesitates to accept any other way but his own.
Repetitious: Retells stories and incidents to entertain you without realizing he has already told the story several times before, is constantly needing something to say.

24
Fussy: Insistent over petty matters or details, calling for great attention to trivial details.
Fearful: Often experiences feelings of deep concern, apprehension, or anxiousness.
Forgetful: Lack of memory which is usually tied to a lack of discipline and not bothering to mentally record things that aren’t fun.
Frank: Straightforward, outspoken, and doesn’t mind telling you exactly what he thinks.

25
Impatient: A person who finds it difficult to endure irritation or wait for others.
Insecure: One who is apprehensive or lacks confidence.
Indecisive: The person who finds it difficult to make any decision at all. (Not the personality that labors long over each decision in order to make the perfect one.)
Interrupts: A person who is more of a talker than a listener, who starts speaking without even realizing someone else is already speaking.
Unpopular: A person whose intensity and demand for perfection can push others away.
Uninvolved: Has no desire to listen or become interested in clubs, groups, activities, or other people’s lives.
Unpredictable: May be ecstatic one moment and down the next, or willing to help but then disappears, or promises to come but forgets to show up.
Unaffectionate: Finds it difficult to verbally or physically demonstrate tenderness openly.

Headstrong: Insists on having his own way.
Haphazard: Has no consistent way of doing things.
Hard to please: A person whose standards are set so high that it is difficult to ever satisfy them.
Hesitant: Slow to get moving and hard to get involved.

Plain: A middle-of-the-road personality without highs or lows and showing little, if any emotion.
Pessimistic: While hoping for the best this person generally sees the downside of a situation first.
Proud: One with great self-esteem who sees himself as always right and the best person for the job.
Permissive: Allows others (including children) to do as they please in order to keep from being disliked.

Angered easily: One who has a childlike flash-in-the-pan temper that expresses itself in tantrum style and is over and forgotten almost instantly.
Aimless: Not a goal-setter with little desire to be one.
Argumentative: Incites arguments generally because he is right, no matter what the situation might be.
Alienated: Easily feels estranged from others, often because of insecurity or fear that others don’t really enjoy his company.

Naïve: Simple and childlike perspective, lacking sophistication or comprehension of what the deeper levels of life are really about.
Negative attitude: One whose attitude is seldom positive and is often able to see only the down or dark side of each situation.
Nervy: Full of confidence, fortitude, and sheer guts, often in a negative sense.
Nonchalant: Easygoing, unconcerned, indifferent.
**Worrier:** Consistently feels uncertain, troubled, or anxious.

**Withdrawn:** A person who pulls back to himself and needs a great deal of alone or isolation time.

**Workaholic:** An aggressive goal-setter who must be constantly productive and feels very guilt when resting, is not driven by a need for perfection or completion but by a need for accomplishment and reward.

**Wants credit:** Thrives on the credit or approval of others. As an entertainer this person feeds on the applause, laughter, and/or acceptance of an audience.

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**Too sensitive:** Overly introspective and easily offended when misunderstood.

**Tactless:** Sometimes expresses himself in a somewhat offensive and inconsiderate way.

**Timid:** Shrinks from difficult situations.

**Talkative:** An entertaining, compulsive talker who finds it difficult to listen.

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**Doubtful:** Characterized by uncertainty and lack of confidence that it will ever work out.

**Disorganized:** Lack of ability to ever get life in order.

**Domineering:** Compulsively takes control of situations and/or people, usually telling others what to do.

**Depressed:** A person who feels down much of the time.

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**Inconsistent:** Erratic, contradictory, with actions and emotions not based on logic.

**Introvert:** A person whose thoughts and interests are directed inward, lives within himself.

**Intolerant:** Appears unable to withstand or accept another’s attitudes, point of view, or way of doing things.

**Indifferent:** A person to whom most things don’t matter one way or the other.

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**Messy:** Living in a state of disorder, unable to find things.

**Moody:** Doesn’t get very high emotionally, but easily slips into low lows, often when feeling unappreciated.

**Mumbles:** Will talk quietly under the breath when pushed, doesn’t bother to speak clearly.

**Manipulative:** Influences or manages shrewdly or deviously for his own advantage, will get his way somehow.
36
Slow: Doesn’t often act or thing quickly, too much of a bother.
Stubborn: Determined to exert his or her own will, not easily persuaded, obstinate.
Show-off: Needs to be the center of attention, wants to be watched.
Skeptical: Disbelieving, questioning the motive behind the words.

37
Loner: Requires a lot of private time and tends to avoid other people.
Lord over: Doesn’t hesitate to let you know that he is right or is in control.
Lazy: Evaluates work or activity in terms of how much energy it will take.
Loud: A person whose laugh or voice can be heard above others in the room.

38
Sluggish: Slow to get started, needs push to be motivated.
Suspicious: Tends to suspect or distrust others or ideas.
Short-tempered: Has a demanding impatience-based anger and a short fuse.
Anger is expressed when others are not moving fast enough or have not completed what they have been asked to do.
Scatterbrained: Lacks the power of concentration or attention, flighty.

39
Revengeful: Knowingly or otherwise holds a grudge and punishes the offender, often by subtly withholding friendship or affection.
Restless: Likes constant new activity because it isn’t fun to do the same things all the time.
Reluctant: Unwilling or struggles against getting involved.
Rash: May act hastily, without thinking things through, generally because of impatience.

40
Compromising: Will often relax his position, even when right, in order to avoid conflict.
Critical: Constantly evaluating and making judgements, frequently thinking or expressing negative reactions.
Crafty: Shrewd, one who can always find a way to get to the desired end.
Changeable: A childlike, short attention span that needs a lot of change and variety to keep from getting bored.