

LAURIE  
BETH JONES

FROM THE BEST-SELLING AUTHOR OF JESUS CEO

THE  
FOUR  
ELEMENTS  
OF  
SUCCESS



A SIMPLE PERSONALITY PROFILE THAT WILL  
TRANSFORM YOUR TEAM

A PDF COMPANION TO THE AUDIOBOOK

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1

UNDERSTANDING  
THE ELEMENTS:  
WHICH ONE ARE YOU?

PICTURE A QUADRANT.

<b>Deliberate</b>	<b>Fast</b>
<b>People</b>	<b>Results</b>

# HOW TO GROW (AND RETAIN) YOUR TEAM

## POP QUIZ

1. Which two elements are most likely to want to be seen as the heroes?
  - a. Earth
  - b. Water
  - c. Wind
  - d. Fire
2. Which two elements are least likely to have work that “shows”?
  - a. Earth
  - b. Water
  - c. Wind
  - d. Fire
3. Which two elements are most likely to get their work done in a hurry?
  - a. Earth
  - b. Water
  - c. Wind
  - d. Fire
4. Which element looks the slowest but is actually overall moving the fastest?
  - a. Earth
  - b. Water
  - c. Wind
  - d. Fire

5. Which element is at the center of earth?
- a. Water
  - b. Wind
  - c. Fire
  - d. Fire
6. Which element is the only one that covers the entire globe?
- a. Earth
  - b. Water
  - c. Wind
  - d. Fire
7. Which element is the first one to sense danger and opportunity?
- a. Earth
  - b. Water
  - c. Wind
  - d. Fire
8. Which element is the *most* flexible?
- a. Earth
  - b. Water
  - c. Wind
  - d. Fire
9. Which element is the *least* flexible?
- a. Earth
  - b. Water
  - c. Wind
  - d. Fire
10. Which two elements are most likely to honor rules and procedures?
- a. Earth
  - b. Water
  - c. Wind
  - d. Fire
11. Which two elements are least likely to want to follow rules and procedures?
- a. Earth
  - b. Water
  - c. Wind
  - d. Fire
12. If you were forming a team that needed to move quickly, which elements would you select?
- a. Earth
  - b. Water
  - c. Wind
  - d. Fire

13. If you wanted a group that would be sure to get things done in an orderly and timely manner, which elements would you select?
- a. Earth    c. Wind
  - b. Water    d. Fire
14. You need to send someone out to “get a feeling” for an area. Which element(s) would you send? Justify your answer.
- a. Earth because . . .                      c. Wind because . . .
  - b. Water because . . .                      d. Fire because . . .
15. Which two elements are the most naturally suited to long-term diplomacy?
- a. Earth    c. Wind
  - b. Water    d. Fire
16. You need to get a message to a large number of people in difficult circumstances. You choose the following two elements:
- a. Earth because . . .                      c. Wind because . . .
  - b. Water because . . .                      d. Fire because . . .
17. You come home and find that your Windy spouse is cranky. To help ease the situation, you:
- a. pull up a chair, sit down, and begin to analyze him/her
  - b. come up with your own list of reasons to be cranky
  - c. ignore him/her
  - d. suggest that both of you go for a drive and talk
18. You come into work and your Fiery boss is in a fury. You handle the situation by:
- a. backing away and giving him/her time to cool off
  - b. siding with him/her in the argument
  - c. suggesting that the two of you go for a drive
  - d. pulling up a chair, sitting down, and making a list

19. Your coworker is driving you crazy. You arrive consistently on time, but he drops in at ten and works till seven, comes in at noon and works till eight, or calls and says he is working at home that day. This behavior really upsets you. You feel he is irresponsible. Yet somehow this person manages to get the work done. You address the situation by:
- recognizing that you are probably a \_\_\_\_\_ and that he is probably a \_\_\_\_\_.
  - complaining to your boss.
  - staying grumpy and burying your resentment.
20. You are planning an impromptu party. Match the best elements to the following tasks:
- |          |   |
|----------|---|
| 1. Earth | a. Send the invitations.  |
| 2. Water | b. Plan for the food.   |
| 3. Wind  | c. Make sure people are seated next to the ones they'll most likely get along with. |
| 4. Fire  | d. Provide the entertainment.   |

*Answers:* 1. c, d; 2. a, b; 3. c, d; 4. a; 5. c; 6. c; 7. c; 8. b; 9. a; 10. a, b; 11. c, d; 12. c, d; 13. a, b; 14. b, c; 15. a, b; 16. c, d; 17. d; 18. a; 19. a (Earth, Wind); 20. 1) b; 2) c; 3) a; 4) d.

16–20 correct—You're great at this.

11–15 correct—You're catching on fast.

6–10 correct—Are you going with your gut?

1–5 correct—Are you really trying?

APPENDIX I

QUESTIONS  
AND ANSWERS

Q. Will my personality change over time?

A. Traumatic life events may precipitate changes in personality in some individuals, but according to research conducted in 1984 and then in 1994 by Costa & McCrae, the general pattern of an individual's personality traits is established fairly early in life, becoming more pronounced but not changing appreciably with age. (*Personality Concepts and Correlates*, by Lee Aiken).

Q. Are certain elements more common in one gender or another?

A. While historically and culturally men might be perceived as being more Wind and Fire (aggressive), and women culturally have been perceived as more Water and Earth (nurturing), gender has no bearing on individual PEP scores.

- Q. What if I seem more like one element at work, and another one at home?
- A. Anyone can modify behavior to suit a situation. In order to increase harmony and release more natural “energy” in a situation, it is best to consider what your natural element is—and is perhaps being forced to be. If you are a natural Fire being forced to act like an Earth, you may be prone to inappropriate outbursts and/or a buildup of resentments that can damage others over time.

## APPENDIX II

# THE PATH ELEMENTS PROFILE™ FOR LAURIE BETH JONES

*Laurie Beth, your PEP is Wind/Fire.*

*The symbol for this is *

## INTRODUCTION

Laurie Beth, this report presents elements of your behavioral profile. Before we get into the specifics concerning your own profile, here is an overview of the **Path Elements Profile™ (PEP)** and how it works.

There are four elements that determine profiles, and they are represented by the four symbols below. This report will help demonstrate how each of us contains all the elements, yet most particularly, one or two elements which dominate and drive our behaviors, attitudes, and actions.

Earth  Wind 

Water  Fire 

**Earth** tends to do particularly well in accomplishing tasks and getting results. Motivation is based on a desire for an orderly process that leads to accuracy. Likes to stay focused in order to “get it right.” Tends to move slowly and is good at maintaining projects. An Earth’s behavioral style reminds us of the traits of the earth: steady, predictable, foundational, solid, secure—“terra firma.”

**Water** is sensitive to the needs of people and enjoys building lasting relationships in which it can play an encouraging and supportive role. Motivated by stability and harmony. Tends to move slowly like Earth and is typically good at maintaining. A Water’s behavioral style reminds us of the traits of water: reflective, transparent, life-giving, easygoing, capable of “going with the flow.”

**Wind** is also motivated by interaction with people but prefers a fast and changing pace. Initiators who enjoy networking with others in order to get things done and gain attention. Thrives in variety. A Wind’s behavioral style reminds us of the traits of wind: restless, unpredictable, invisible, quick to move, needs to see things in motion.

**Fire** is motivated to undertake challenging tasks in order to get results. Seeks power and control in order to achieve its goals. Tends to move quickly and enjoy initiating projects. Fire’s behavioral style reminds us of the traits of fire: hot, passionate, all-consuming, uncompromising, gives itself 110 percent to the task at hand.

Your **Path Elements Profile™ (PEP)** Report includes all four elements, and it is the blend of these elements that creates your behavioral profile. Understanding and utilizing this profile will revolutionize your understanding of who you are and help clarify why you do the things you do. It will help you focus on your strengths, as well as understand the challenges that have been hindering you—perhaps unnamed for years.

Laurie Beth, shown below are your scores  
for the four elements:

<b>Earth</b>	<b>Water</b>
<b>31</b>	<b>33</b>

<b>Wind</b>	<b>Fire</b>
<b>69</b>	<b>69</b>

Laurie Beth, by comparing the bar graphs below, you can see that your strongest elements are Wind and Fire, which are both fast-paced influences. Like the wind, you prefer moving quickly and having a visible impact. You are exciting, spontaneous, and bring energy to events and situations. You tend to ignore boundaries, and people get swept up in your ideas. In your environment, you prefer fast action and immediate results. As Fire, you are capable of massive, sweeping action resulting in significant, widespread change. You are bold, direct, confident, and eager to be in charge of your destiny. To accomplish this, you seek choice and control of every situation, directing people and actions to obtain the desired result. Bottom-line results are important to you.

Wind/Fire draws from two elements: Wind focuses on what it can see and feel, moving forward at a fast pace. This element is friendly, talkative, outgoing, optimistic, and works well with others. Fire is motivated by overcoming obstacles and setting the pace to lofty goals. Takes risks, tends to see the big picture, and delegates the details that complete it.

The Wind element in Wind/Fire is enthusiastic, persuasive, inspiring, creative, outspoken, idealistic, trusting, and open to new ideas. Its Fire element is pioneering, visionary, and competitive, confronting problems head-on, and evaluating results, not intentions. The blended element of Wind/Fire is a motivator, persuader, and networker, coupling people skills with sharp focus.

In the next few pages, you will learn more about your nature and also the characteristics of the other elements and how you can work with and relate best to each of them. You will also discover how to draw from each of the four elements to enrich your life. Let's begin with your most essential element.

## WIND: THE ESSENTIAL ELEMENT IN LAURIE BETH'S PATH ELEMENTS PROFILE™ (PEP)

### *Wind 69*

Laurie Beth, your score above indicates that Wind is an essential element in your profile and is key to understanding your behaviors. Because of this, we can also expect that you will value and display most of the Wind-related talents in the list of strengths below. These will be key attributes for your success.

Keep in mind that there are also challenges that accompany these strengths. It is sometimes hard to see them in ourselves, and usually others recognize them before we do. When our strengths are out of control it's easy for them to be overused to the point that they become challenges. Also, these challenges often become most evident when we are physically tired or under stress. To achieve your highest potential, maximize your strengths and learn to recognize and manage your challenges.

<b>Wind Strengths</b>	<b>Wind Challenges</b>
optimistic	unrealistic
charming	manipulative
amusing	silly
spontaneous	impulsive
passionate	emotional
talkative	self-promoting
lively	hyper
persuasive	fast-talking

trusting	gullible
friendly	shallow
enthusiastic	loud/gushy
flexible	unfocused

Wind thrives on meeting new people, gaining recognition and approval, short-term goals, variety, freedom to express ideas, openness, activity, and time for fun. Wind dislikes being ignored, working alone, confining responsibilities and routines, paperwork, formality, and deceit.

### *Personal Coaching*

*Wind can be more successful if it will think before speaking—plan more, prepare earlier!*

## FIRE: A SUPPORTING ELEMENT IN LAURIE BETH'S PATH ELEMENTS PROFILE™ (PEP)

### *Fire 69*

Laurie Beth, your score above indicates that Fire is a supporting essential element in your profile and is key to understanding your behaviors. Because of this, we can also expect that you will value and display most of the Fire-related talents in the list of strengths below. These will be key attributes for your success.

Keep in mind that there are also challenges that accompany these strengths. It is sometimes hard to see them in ourselves and usually others recognize them before we do. When our strengths are out of control it's easy for them to be overused to the point that they become challenges. Also, these challenges often become most evident when we are physically tired or under stress. To achieve your highest potential, maximize your strengths and learn to recognize and manage your challenges.

<b>Fire Strengths</b>	<b>Fire Challenges</b>
bold	impulsive
assertive	controlling
risk-taking	reckless
daring	defiant
results oriented	overcommits others
visionary	self-absorbed
direct	poor listener
confident	egotistical
decisive	opinionated
initiating	pushy
competitive	win at all costs
confronting	unapproachable

Fires appreciate and value opportunities for rapid advancement, rewards in keeping with risks, a variety of challenging assignments, and causes in which they can make a difference. Fire dislikes close supervision and doing ordinary repetitive tasks as well as indecisiveness, complacency, and excuses by others.

### *Personal Coaching*

*Fire can be more successful if it will slow down, learn to really listen, and consider others.*

## WATER: UNDERSTANDING A DIFFERENT ELEMENT

### *Water 33*

Laurie Beth, your score above indicates that Water is a different element in your profile. It is likely that you do not rely on its strengths in meeting the demands of your environment. Likewise, the challenges that accompany Water probably do not concern you. Because you don't use these traits, you may not appreciate or

even notice their value. However, Water has valuable characteristics and makes contributions that should not be overlooked.

While Water types may recognize their strengths, it is possible that others—particularly people like you, who are more influenced by one or more of the other elements—may notice their areas of challenge before they do. By valuing Water’s strengths, you will see how many of their talents complement yours. Taking this balanced approach will improve your relationship with Water.

<b>Water Strengths</b>	<b>Water Challenges</b>
steady	complacent
satisfied	passive
team-oriented	dependent
good listener	closemouthed
loyal	possessive
supportive	used by others
sensitive	thin-skinned
traditional	lacks vision
cooperative	unassertive
quiet	timid
consistent	stubborn
trusting	naïve

Waters appreciate and value calmness, steadiness, clearly defined expectations, time for reflection, working at their own pace, sincerity, loyalty, and safety. Water dislikes insensitivity, conflict, inflexibility, lack of clarity, changing quickly, and being overlooked or taken for granted.

### *Personal Coaching*

*Water can be more successful if it will learn to say no, toughen up—and act now!*

## EARTH: UNDERSTANDING A DIFFERENT ELEMENT

### *Earth 31*

Laurie Beth, your score above indicates that Earth is a different element in your profile. It is likely that you do not rely on its strengths in meeting the demands of your environment. Likewise, the challenges that accompany Earth probably do not concern you. Because you don't use these traits, you may not appreciate or even notice their value. However, Earth has valuable characteristics and makes contributions that should not be overlooked.

While Earth types may recognize their strengths, it is possible that others—particularly people like you, who are more influenced by one or more of the other elements—may notice their areas of challenge before they do. By valuing Earth's strengths, you will see how many of their talents complement yours. Taking this balanced approach will improve your relationship with Earth.

<b>Earth Strengths</b>	<b>Earth Challenges</b>
accurate with details	picky
predictable	boring
reserved	distant
organized/scheduled	inflexible
conscientious	perfectionistic
cautious	suspicious
prepared	lacking confidence
analytical	obsessive
focused	unresponsive
factual	emotionless
realistic	pessimistic
modest	self-critical

Earth appreciates and values structure, stability, long-term thinking, information, quality, integrity, and commitment. Earth dislikes disorganization, instability, quick-fix thinking, inaccuracy, demonstrations of emotion, inferior work, and disloyalty.

### *Personal Coaching*

*Earth can be more successful if it will loosen up—and open up!*

## AN IN-DEPTH LOOK AT LAURIE BETH'S WIND/FIRE PROFILE

It is important to understand that there are no “right” or “wrong,” “good” or “bad” profiles. One is not better than another, although one may be more useful in a particular situation. For instance, if your job requires you to have a high amount of contact with people, you would probably enjoy it more as a **Wind** than you would as an **Earth**. This is because **Wind** is naturally more people-oriented and relationship driven. On the other hand, if you were involved in bookkeeping for your company, working alone on accounts and inventory, you would probably enjoy it more as a task-oriented, results-driven **Earth** than you would as a **Wind**.

In the same way, those who have a **Water** profile don't like making decisions under time pressures because they prefer to move more slowly and maintain stability. **Fire** people get “fired up” by that same time pressure because they are quick-moving initiators. Likewise, **Water** people tend to be comfortable when asked to cooperate with others in completing a team project, while **Fire** people quickly become bored and want to start a new assignment where they can be in charge.

Wherever you go, you are always adjusting your style to succeed, to have influence, to support a goal, or to be more productive. Sometimes, it is easy, because your profile fits the requirements of your environment, and you can use your element strengths. At

other times, you are truly “out of your element” and must adapt your style to do what the situation demands.

This section shows how your Path Elements Profile™ tends to respond to a variety of situations.

### *Action*

The Wind/Fire blend is highly spontaneous and quick to take action. Not particularly strategic in planning—just understands that it’s easier to steer a rolling vehicle than a parked one. Fire’s goal setting and vision supports Wind’s enthusiasm and optimism, and both are high-energy. Can easily slip into overdrive because of zeal to achieve.

### *Adventure*

The Wind/Fire blend embraces opportunities for adventure—every chance to “go and do” invites the unexpected. Fire asks questions about profitable activities, but if a challenge is connected to it, the activity will probably receive its endorsement. Both elements hate being bored.

### *Anger*

The Wind/Fire blend is volatile and impatient. Both want immediate results. Wind tends to shrug off disappointment and look on the bright side after reacting emotionally. Fire enjoys “clearing the air,” so there is little in the blend that would inhibit displays of temper. No interest in holding grudges; when it’s over, it’s over.

### *Authority*

The Wind/Fire blend has little patience for laws and lawmakers that get between a goal and accomplishing it. Wind relies on its ability to talk its way out of anything, and Fire seldom looks back to see consequences of past actions. Overall, this blend would rather beg forgiveness than ask permission.

## *Change*

The Wind/Fire blend loves change and may instigate change to escape boredom. Very good at motivating a group to action, but may become manipulative in the process. Lacks sensitivity to impact of change on others when excited about the possibilities.

## *Communication*

The Wind/Fire blend creates a powerful set of communication skills that can be most effective in motivating and mobilizing people. Tends to be skimpy on facts and high on energy—a storyteller with a purpose can be very convincing. Communicates emotionally and can easily become manipulative.

## *Conflict*

The Wind/Fire blend enjoys conflict that isn't of a personal nature. Fire's presence goes a long way in overcoming Wind's fear of personal rejection or social disapproval, providing boldness and confidence. Says things in passion that are regretted later—Wind and Fire can easily burn out of control.

## *Fears*

The Wind/Fire blend's greatest fears are losing social approval and being used unfairly by others. Both elements have healthy egos—feel it is important to protect image and preserve options.

## *Fun*

The Wind/Fire blend isn't interested in safe fun. Wind's impulsiveness and Fire's recklessness combine to create spontaneous fun—it needn't be planned ahead of time and may involve some type of team challenge. Wind adds humor and Fire adds bravado. The result is unpredictable and, if successful, creates an experience to talk about.

### *Ideal Work Environment*

The Wind/Fire blend wants to do work that is “high-stakes play.” Needs rewards and recognition for achievement and organizational assistance to handle details. Include when “visioning” new, challenging projects. Wants opportunities to “shine” and to develop important connections. Does not want to be ignored. Needs to see a future in continuing to work together or will go elsewhere.

### *Leadership*

The Wind/Fire blend tends to look for an easygoing leader who allows workers to come and go, offers opportunity to develop new ideas, and provides challenging assignments. As a leader, Wind/Fire looks for similar followers. Verbally persuasive, affirming, action-oriented, with low supervision as long as results are produced.

### *Learning*

The Wind/Fire blend learns through experience. Tends to assume it already knows until it discovers otherwise. May overestimate competence—often humility must come before learning. Optimistic about ability to learn and tends to be a quick study. Tends to retain bullet points and ignore what is considered to be useless information.

### *Leisure*

The Wind/Fire blend’s idea of leisure is activity. Wind’s batteries are recharged by being with people, and Fire recharges through physical exercise. Does not like to be alone. Hobbies will not be passive. Enjoys listening to self-improvement albums and motivational books while on the go.

### *Order*

The Wind/Fire blend is all about spontaneity, so even ordering the day’s events in a calendar-planner is something that must be

learned. Work space is typically cluttered with multiple projects in the works. Fire provides more priority and focus than Wind alone but still needs help in organizing materials, activities, and paperwork.

### *Pace*

The Wind/Fire blend operates at a fast-driving, productive pace. High energy moves plans forward. Thrives on variety and the “thrill of the chase.” Tends to overcommit time and underestimate resources.

### *Relationships*

The Wind/Fire blend is people-oriented with influence from task-oriented Fire. Relationships may be based on agenda and productivity—may seem shallow to others with different element profiles. Friendships seem to be on compressed time—always headed off to somewhere else. Tends to run with like-minded promoters and motivators.

### *Stress*

The Wind/Fire blend has a high tolerance for stress and handles time and deadline pressures as a fact of life. May express frustration and anger at loss of control with too few hours to get it all done. Often does not recognize stress because it has become so common. May have stress in personal relationships because of poor time management.

### *Success*

The Wind/Fire blend views success in terms of personal acclaim, reputation, and recognition. Fruits of success are important and are reflected in lifestyle. Sometimes is content to “fake it till you make it,” so may need help in translating talk into completed action.

## Tasks

The Wind/Fire blend is primarily people-oriented, although supporting Fire factors focus on tasks and results. Typically an enthusiastic starter and not selective enough about which tasks are undertaken. May lose interest or delegate to someone else while pursuing a newer, more attractive project.

## WHAT DOES ALL THIS MEAN?

The purpose of your Path Elements Profile™ is not to put you in a box or place a label on you that limits your potential. Neither is it meant to excuse or justify. The goal is to help you understand your naturally motivated behaviors and your best environment and situation for success in relationship to others. Sometimes, we unfairly judge people's motives because we don't clearly understand their behaviors. As a result of knowing yourself better, you will also understand others' needs and wants and motivations.

When we understand ourselves and others—our friends, family, neighbors, and coworkers—we are more capable of doing our best and avoiding stressful situations in our lives. We can also learn to rely on the strengths of others and welcome their helpful influence in our lives.

Before you go further, *stop* and return to the first page of your report. Scan through the pages and—using a pen, pencil, or highlighter—circle the *strengths* that you believe accurately describe you. Refer primarily to your general description and your essential element(s). Not all of them will apply, but you'll begin to recognize yourself as you read. Additionally, when you read a *challenge* that you recognize applies to you, check it as something you are going to work on for better balance in your life.

Continue reading and marking until you reach this spot again. Then, move on to the next two pages, where you will finally create an Action Plan based on your Path Elements Profile™.

# MY PERSONAL GROWTH AND IMPROVEMENT PLAN

## *Identifying Your Strengths*

1. Review the strengths you circled and select four that best describe your talents. List them below as bullets or short phrases.

### *Wind (Essential Element)*

- 
- 
- 
- 

### *Fire (Supporting Essential Element)*

- 
- 
- 
- 

2. When you are able to operate from these strengths, what positive outcomes occur?
3. In what areas do you need to use these strengths now?
4. What strengths do you sometimes rely on too heavily, and what challenges or problems surface when this occurs?

### *Identifying Your Challenges*

1. List four of your challenges that you checked in your report.

### *Wind (Essential Element)*

- 
- 
- 
- 

### *Fire (Supporting Essential Element)*

- 
- 
- 
- 

How are these behaviors or natural tendencies affected by stress?

2. How do you want others to respond to you when you are demonstrating these behaviors?
3. What are some actions you can take to be more effective in your areas of challenge?
4. What are some actions you can take to work around some of your areas of challenge?

UNDERSTAND AND VALUE OTHERS  
BY  
RECOGNIZING THE CONTRIBUTIONS  
OF EACH ELEMENT

Life could not exist if we lacked even one of these four elements on our planet. We need all of them—**Earth, Water, Wind, and Fire.**

Likewise, we need characteristics from all four elements in our lives to be successful. In some cases we will need to adapt for short periods to use behaviors from some of our non-natural elements. In other situations, we need to surround ourselves with people who have different elemental profiles and therefore strengths that are different from ours.

As you have learned already and as shown below, the traits of each element are different. Equally important, the contributions of each element are essential for group and team success. Look at the chart below and recognize the benefits your profile provides—and also appreciate how valuable the other elements are in complementing your talents.

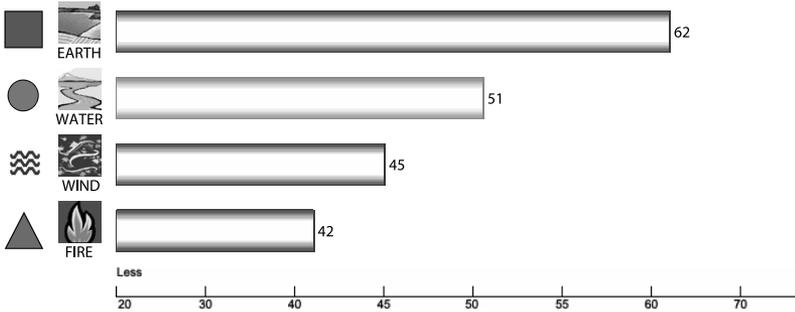
Laurie Beth, I encourage you to rejoice in your own unique Wind/Fire characteristics. Develop your strengths to the fullest. Likewise, understand the impact your challenge areas may have on others with different elements. Celebrate the differences you see in others. Honor their strengths and give them room to be unique also. I wish you many blessings as you find, and follow, the Path4U in life.

## APPENDIX III

# SAMPLE PEP CHARTS

Following are sample charts for each of the Elemental Combinations.

EarthEarth, shown below are your scores for the four elements



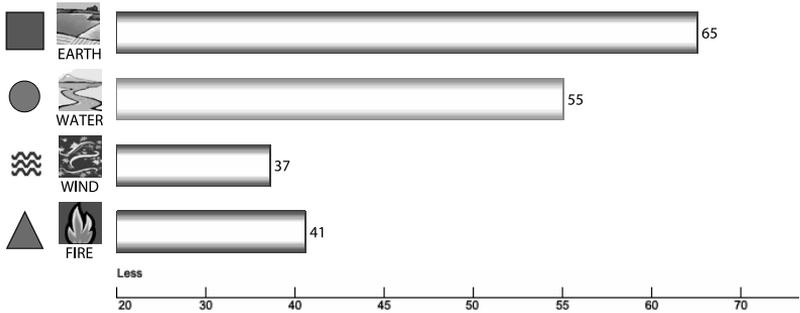
EarthEarth, by comparing the bar graphs above you can see that your strongest Element is EARTH. Like the EARTH, you prefer a grounding point that is steady and solid. You are predictable, stable, and slow to change. You store and save, and you work to protect your resources. In your environment, you tend to prefer things that are basic, trustworthy, constant, proven, and validated. Order and detail are important to you.

EARTH tends to focus its energies on completing tasks and sets very high measurements for the quality of its own work. Expects perfection from itself and imposes that standard on others, as well. Strives for more efficiency by creating processes and systems and wants facts instead of guesses or opinions. Listens carefully for data and statistics.

Typically, EARTH is modest, precise, observant, accurate, logical, conscientious, and consistent. Tends to avoid drawing attention, takes a realistic view, and is more serious and reflective in its thoughts. This Element values accuracy and wants to be prepared in advance, preferring to operate on a schedule instead of flexibly. Its approach to making decisions is systematic, rather than instinctive.

In the next four pages, you will learn more about your nature and also the characteristics of the other elements and how you can work with and relate best to each of them. You will also discover how to draw from each of the four elements to enrich your life. Let's begin with your most Essential Element.

EarthWater, shown below are your scores for the four elements



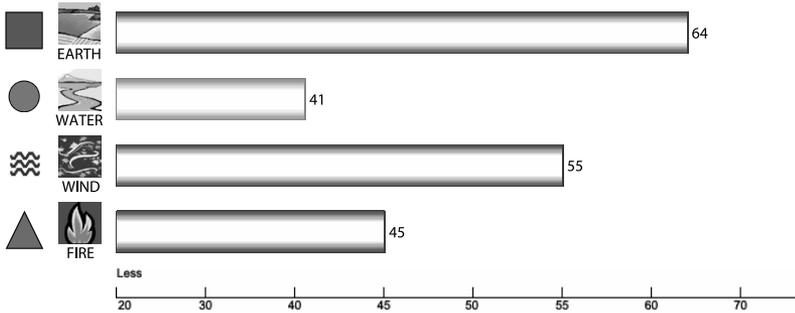
EarthWater, by comparing the bar graphs below, you can see that your strongest Elements are EARTH and WATER. These are both slower-paced influences. Like the EARTH, you prefer a grounding point that is steady and solid. You are predictable, stable, and slow to change. You store and save, and you work to protect your resources. In your environment, you tend to prefer things that are basic, trustworthy, constant, proven, and validated. Order and detail are important to you. Like WATER, you tend to "go with the flow." As WATER can take on several forms in different environments, you adapt yourself to various situations. The image you present to others is calmness – like a peaceful lake -- even though you may have great depth and activity beneath the surface. You are loyal, supportive, and move at your own pace.

EARTH-WATER draw from two Elements: EARTH carefully completes tasks with accuracy and high standards. WATER focuses on helping, encouraging, and supporting others. The combination of these traits means this Element likes processes, systems, and statistics – but looks for balance and includes others' viewpoints, attitudes, and opinions to achieve consensus.

The EARTH element in EARTH-WATER is modest, logical, consistent, serious and reflective – preferring to operate on a schedule instead of flexibly. WATER's fulfillment is derived from relationships, demonstrating loyalty and self-sacrifice in establishing friendships. The blended Element of EARTH-WATER responds to issues objectively while showing increased sensitivity to the needs and concerns of people.

In the next four pages, you will learn more about your nature and also the characteristics of the other elements and how you can work with and relate best to each of them. You will also discover how to draw from each of the four elements to enrich your life. Let's begin with your most Essential Element.

EarthWind, shown below are your scores for the four elements



EarthWind, by comparing the bar graphs above you can see that your strongest Elements are EARTH and WIND which can present conflicting influences: EARTH is slow paced and task oriented, while WIND is fast-paced and people-oriented. Understanding how these 2 Elements oppose and support each other will help you make best use of this dynamic style.

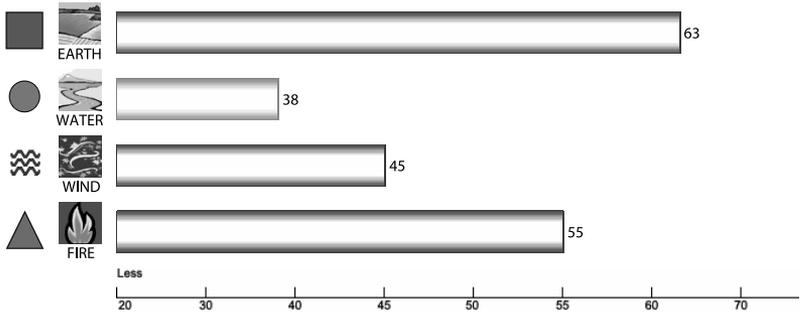
Like the EARTH, you prefer a grounding point that is steady and solid. You store and save, and you work to protect your resources. Order and detail are important to you. But at times, like the WIND, you prefer moving quickly and having a visible impact. You are exciting, and may even be spontaneous, bringing energy to events and situations. Your passion about your beliefs will draw people to you, but may also cause you to ignore boundaries at times.

EARTH-WIND people draw from 2 Elements: EARTH prefers to complete tasks with high standards for itself and others, wants facts instead of guesses or opinions, and listens carefully for data and statistics. WIND focuses on what it experiences, moves at a fast pace, expresses ideas and makes decisions more emotionally than logically.

The EARTH element is analytical, cautious, efficient, and looks for ways to improve a process. Is quiet and unemotional, considerate of others yet objective, and guards its privacy. The WIND Element in EARTH-WIND is enthusiastic, persuasive, inspiring, creative, outspoken, idealistic, trusting, and open to new ideas. Understanding these opposing natures will help in maintaining priorities and focus.

In the next four pages, you will learn more about your nature and also the characteristics of the other elements and how you can work with and relate best to each of them. You will also discover how to draw from each of the four elements to enrich your life. Let's begin with your most Essential Element.

EarthFire, shown below are your scores for the four elements



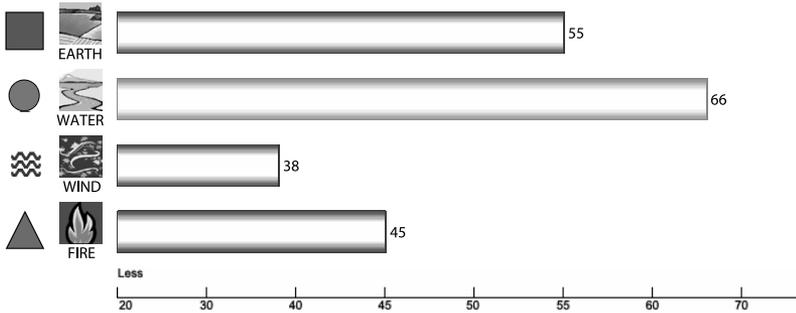
EarthFire, by comparing the bar graphs below, you can see that your strongest Elements are EARTH and FIRE. These are both task-oriented influences. Like the EARTH, you prefer a grounding point that is steady and solid. You are predictable, stable, and slow to change. You store and save, and you work to protect your resources. In your environment, you tend to prefer things that are basic, trustworthy, constant, proven, and validated. Order and detail are important to you. Like FIRE, you are capable of massive, sweeping action resulting in significant, widespread change. You are bold, direct, confident, and eager to be in charge of your destiny. To accomplish this, you seek choice and control of every situation, directing people and actions to obtain the desired result. Bottom-line results are important to you.

EARTH-FIRE draws from two elements: EARTH carefully completes tasks with accuracy and high standards. FIRE takes risks to overcome obstacles and achieve goals. The combination of these traits means this blended Element likes processes, systems, and statistics -- but can change methods to get results. Sees the big picture and the details that complete it.

The EARTH element in EARTH-FIRE is modest, logical, consistent, serious and reflective -- preferring to operate on a schedule instead of flexibly. Its FIRE element is pioneering, visionary, and competitive, confronting problems head-on and evaluating results, not intentions. Follows through on careful plans, achieving results based on challenge and reward.

In the next four pages, you will learn more about your nature and also the characteristics of the other elements and how you can work with and relate best to each of them. You will also discover how to draw from each of the four elements to enrich your life. Let's begin with your most Essential Element.

WaterEarth, shown below are your scores for the four elements



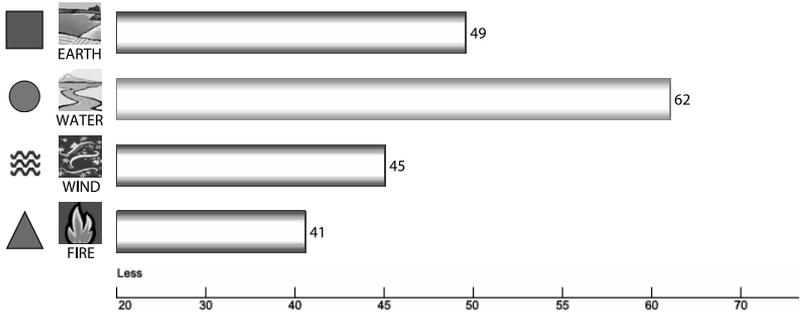
WaterEarth, by comparing the bar graphs below, you can see that your strongest Elements are WATER and EARTH, which are both slower-paced influences. Like WATER, you tend to "go with the flow." As WATER can take on several forms in different environments, you adapt yourself to various situations. The image you present to others is calmness — like a peaceful lake — even though you may have great depth and activity beneath the surface. You are loyal, supportive, and move at your own pace. Like the EARTH, you prefer a grounding point that is steady and solid. You are predictable, stable, and slow to change. You store and save, and you work to protect your resources. In your environment, you tend to prefer things that are basic, trustworthy, constant, proven, and validated. Order and detail are important to you.

WATER-EARTH draws from two Elements: WATER focuses on supporting, and fulfillment is derived from relationships. This Element demonstrates self-sacrifice in establishing friendships. EARTH prefers to complete tasks with high standards for itself and others, wants facts instead of guesses or opinions, and listens carefully for data and statistics.

The WATER Element in WATER-EARTH is a team player and good listener, avoids conflict and takes a practical approach to solving problems. The EARTH element is analytical, cautious, efficient, and looks for ways to improve a process. Is quiet and unemotional, considerate of others yet objective, and guards its privacy.

In the next four pages, you will learn more about your nature and also the characteristics of the other elements and how you can work with and relate best to each of them. You will also discover how to draw from each of the four elements to enrich your life. Let's begin with your most Essential Element.

WaterWater, shown below are your scores for the four elements



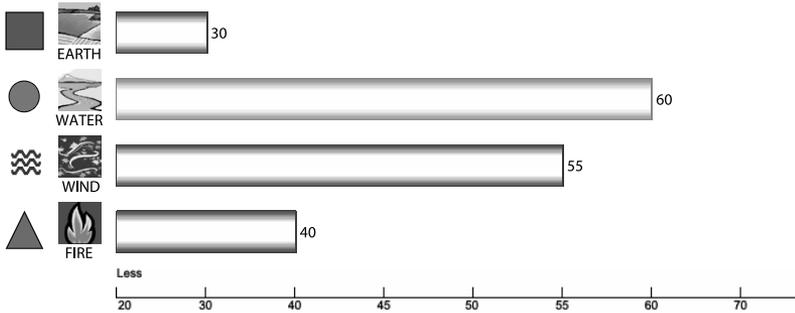
WaterWater, by comparing the bar graphs below, you can see that your strongest Element is WATER, which is people-oriented and slower-paced. Like WATER, you tend to "go with the flow." As WATER can take on several forms in different environments, you adapt yourself to various situations. The image you present to others is calmness -- like a peaceful lake -- even though you may have great depth and activity beneath the surface. You are loyal, supportive, and move at your own pace.

WATER people tend to focus their energies on helping, encouraging and supporting others. Their sense of fulfillment is derived from their relationships, and they demonstrate loyalty and self-sacrifice in establishing friendships. Balance is important to them, and they include others' viewpoints, attitudes, and opinions to arrive at a consensus. This Element puts out fires and cools things down when situations become heated.

Typically, WATER prefers to be a team player, avoids conflict and takes a practical approach to solving problems. Tends to be a good problem solver because it listens and wants to help. Often, this Element remains patient when others become frustrated and short-tempered. Its approach to solving problems is practical, wanting to complete a project before taking on another one.

In the next four pages, you will learn more about your nature and also the characteristics of the other elements and how you can work with and relate best to each of them. You will also discover how to draw from each of the four elements to enrich your life. Let's begin with your most Essential Element.

WaterWind, shown below are your scores for the four elements



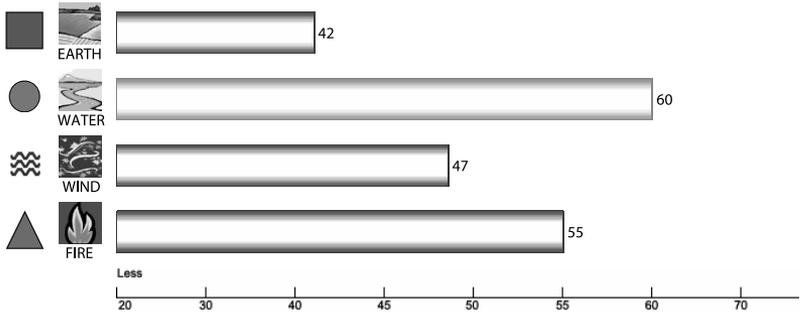
WaterWind, by comparing the bar graphs below, you can see that your strongest Elements are WATER and WIND, which are both people-oriented influences. Like WATER, you tend to "go with the flow." As WATER can take on several forms in different environments, you adapt yourself to various situations. The image you present to others is calmness — like a peaceful lake — even though you may have great depth and activity beneath the surface. You are loyal, supportive, and move at your own pace. Like the WIND, you prefer moving quickly and having a visible impact. You are exciting, spontaneous, and bring energy to events and situations. You tend to ignore boundaries, and people get swept up in your ideas. In your environment, you prefer fast action and immediate results.

WATER-WIND draws from two Elements: WATER focuses on supporting others and fulfillment is derived from relationships. This Element demonstrates self-sacrifice in establishing and maintaining friendships. WIND prefers to move at a fast pace, making decisions and expressing ideas more emotionally than logically. The combination of these traits usually results in a people person who is accepting, optimistic, and energetic.

The WATER Element in WATER-WIND is a team player and good listener, avoids conflict and takes a practical approach to solving problems. Its WIND Element is enthusiastic, persuasive, creative, idealistic, trusting, and open to new ideas. The blended Element of WATER-WIND is usually encouraging and inspiring, practical yet imaginative, and uses care and humor to encourage involvement and participation.

In the next four pages, you will learn more about your nature and also the characteristics of the other elements and how you can work with and relate best to each of them. You will also discover how to draw from each of the four elements to enrich your life. Let's begin with your most Essential Element.

WaterFire, shown below are your scores for the four elements



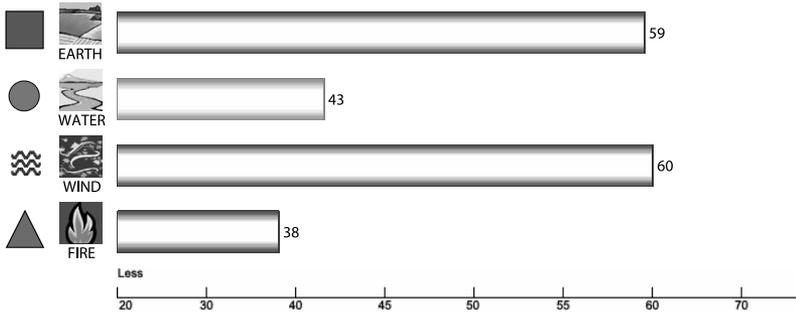
WaterFire, by comparing the bar graphs above you can see that your strongest Elements are WATER and FIRE, which can present conflicting influences: WATER is slower-paced and people-oriented, while FIRE is faster-paced and task-oriented. Understanding how these two Elements oppose and support each other will help you make best use of this dynamic style. Like WATER, you tend to "go with the flow.". As WATER can take on several forms in different environments, you adapt yourself to various situations. The image you present to others is calmness -- like a peaceful lake -- even though you may have great depth and activity beneath the surface. You are loyal, supportive, and move at your own pace. Like FIRE, you are capable of massive, sweeping action, resulting in significant, widespread change. You are bold, direct, confident, and eager to be in charge of your destiny. To accomplish this, you seek choice and control of every situation, directing people and actions to obtain the desired result. Bottom-line results are important to you.

WATER-FIRE draws from two Elements: WATER focuses on supporting, and fulfillment is derived from relationships. This Element demonstrates self-sacrifice in establishing friendships. FIRE takes risks to overcome obstacles and achieve goals. The combination of these traits likes to serve and encourage but is willing to step in and lead where leadership is inadequate.

The WATER Element in WATER-FIRE is a team player and good listener, avoids conflict and takes a practical approach to solving problems. Its FIRE element is pioneering, visionary, and competitive, confronting problems head-on and evaluating results, not intentions. The blend of these Elements results in a caring problem-solver who uses practical methods and a direct approach to get things done.

In the next four pages, you will learn more about your nature and also the characteristics of the other elements and how you can work with and relate best to each of them. You will also discover how to draw from each of the four elements to enrich your life. Let's begin with your most Essential Element.

WindEarth, shown below are your scores for the four elements



WindEarth, by comparing the bar graphs above you can see that your strongest Elements are WIND and EARTH, which can present conflicting influences: WIND is fast-paced and people-oriented, while EARTH is slower-paced and task-oriented. Understanding how these 2 Elements oppose and support each other will help you make best use of this dynamic style.

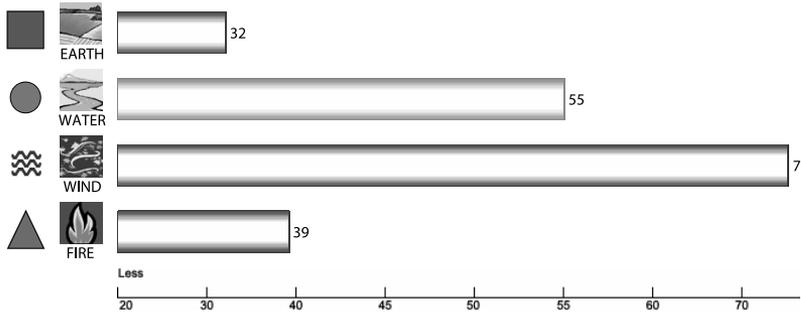
Like the WIND, you prefer moving quickly and having a visible impact. You are exciting, spontaneous, and bring energy to events and situations. Your passion about your beliefs will draw people to you, but may also cause you to ignore boundaries at times. Like EARTH, You store and save, and you work to protect your resources. In your environment, you tend to like things that are trustworthy and proven, but you also have a very strong desire to be creative.

WIND-EARTH people draw from two Elements: WIND focuses on what it experiences, moves at a fast pace, expresses ideas and makes decisions more emotionally than logically. EARTH prefers to complete tasks with high standards for itself and others, wants facts instead of guesses or opinions, and listens carefully for data and statistics.

The WIND Element in WIND-EARTH is enthusiastic, persuasive, inspiring, creative, outspoken, idealistic, trusting, and open to new ideas. The EARTH element is analytical, cautious, efficient, and looks for ways to improve a process. Is quiet and unemotional, considerate of others yet objective, and guards its privacy.

In the next four pages, you will learn more about your nature and also the characteristics of the other elements and how you can work with and relate best to each of them. You will also discover how to draw from each of the four elements to enrich your life. Let's begin with your most Essential Element.

WindWater, shown below are your scores for the four elements



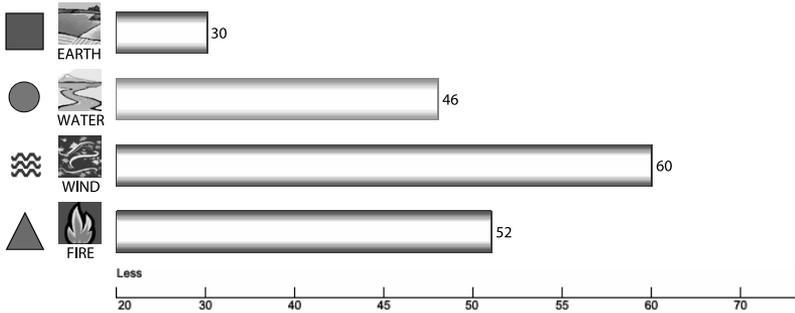
WindWater, by comparing the bar graphs below, you can see that your strongest Elements are WIND and WATER, which are both people-oriented influences. Like the WIND, you prefer moving quickly and having a visible impact. You are exciting, spontaneous, and bring energy to events and situations. You tend to ignore boundaries, and people get swept up in your ideas. In your environment, you prefer fast action and immediate results. Like WATER, you tend to "go with the flow." As WATER can take on several forms in different environments, you are able to adapt yourself to various situations. The image you present to others is calmness – like a peaceful lake – even though you may have great depth and activity beneath the surface. You are loyal, supportive, and move at your own pace.

WIND-WATER draws from two Elements: WIND focuses on what it can see and feel, moving forward at a fast pace. Is friendly, talkative, outgoing, and optimistic. WATER demonstrates self-sacrifice in establishing friendships and supporting relationships. The combined Element is very people-oriented – both enthusiastic and sensitive to feelings of others.

The WIND Element in WIND-WATER is enthusiastic, persuasive, inspiring, creative, outspoken, idealistic, trusting, and open to new ideas. Its WATER Element is a team player and good listener, avoids conflict and takes a practical approach to solving problems. The blended Element of WIND-WATER is funny and warm and sympathetic and impulsive in dealing with people and their problems.

In the next four pages, you will learn more about your nature and also the characteristics of the other elements and how you can work with and relate best to each of them. You will also discover how to draw from each of the four elements to enrich your life. Let's begin with your most Essential Element.

WindWind, shown below are your scores for the four elements



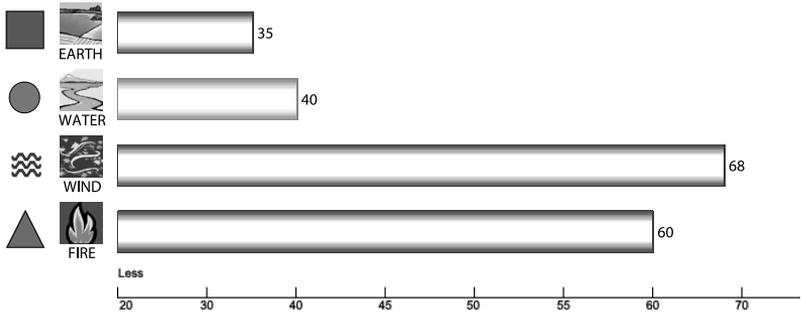
WindWind, by comparing the bar graphs below, you can see that your strongest Element is WIND, which is people-oriented and fast-paced. Like the WIND, you prefer moving quickly and having a visible impact. You are exciting, spontaneous, and bring energy to events and situations. You tend to ignore boundaries, and people get swept up in your ideas. In your environment, you prefer fast action and immediate results.

WIND people focus their energies on what they can see and feel and touch. This Element prefers to move forward and at a fast pace, measuring the quality of their work by its acceptance and effect on others. Is friendly, talkative, outgoing, optimistic, and works well with others. Operates from its heart rather than from its head, making decisions and expressing ideas more emotionally than logically.

Typically, WIND is enthusiastic, persuasive, inspiring, creative, outspoken, idealistic, trusting, and open to new ideas. Tends to draw attention because this Element can be fun, excitable, and involving. Admires verbal persuasiveness and ability to influence, and exercises these skills. Often make decisions based on endorsements by people it admires and are willing to try almost anything to see if it will succeed.

In the next four pages, you will learn more about your nature and also the characteristics of the other elements and how you can work with and relate best to each of them. You will also discover how to draw from each of the four elements to enrich your life. Let's begin with your most Essential Element.

WindFire, shown below are your scores for the four elements



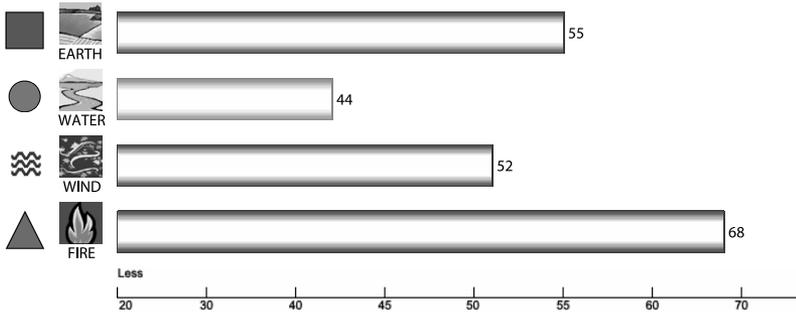
WindFire, by comparing the bar graphs below, you can see that your strongest Elements are WIND and FIRE, which are both fast-paced influences. Like the WIND, you prefer moving quickly and having a visible impact. You are exciting, spontaneous, and bring energy to events and situations. You tend to ignore boundaries, and people get swept up in your ideas. In your environment, you prefer fast action and immediate results. As FIRE, you are capable of massive, sweeping action resulting in significant, widespread change. You are bold, direct, confident, and eager to be in charge of your destiny. To accomplish this, you seek choice and control of every situation, directing people and actions to obtain the desired result. Bottom-line results are important to you.

WIND-FIRE draws from two Elements: WIND focuses on what it can see and feel, moving forward at a fast pace. This Element is friendly, talkative, outgoing, optimistic and works well with others. FIRE is motivated by overcoming obstacles and setting the pace to lofty goals. Takes risks, tends to see the big picture and delegates the details that complete it. The combined Element...

The WIND Element in WIND-FIRE is enthusiastic, persuasive, inspiring, creative, outspoken, idealistic, trusting, and open to new ideas. Its FIRE element is pioneering, visionary, and competitive, confronting problems head-on and evaluating results, not intentions. The blended Element of WIND-FIRE is a motivator, persuader and networker, coupling people skills with sharp focus.

In the next four pages, you will learn more about your nature and also the characteristics of the other elements and how you can work with and relate best to each of them. You will also discover how to draw from each of the four elements to enrich your life. Let's begin with your most Essential Element.

FireEarth, shown below are your scores for the four elements



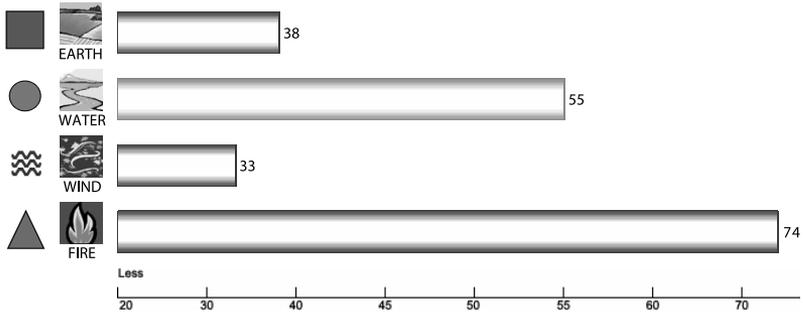
FireEarth, by comparing the bar graphs below, you can see that your strongest Elements are FIRE and EARTH, which are both task-oriented influences. Like FIRE, you are capable of massive, sweeping action resulting in significant, widespread change. You are bold, direct, confident, and eager to be in charge of your destiny. To accomplish this, you seek choice and control of every situation, directing people and actions to obtain the desired result. Bottom-line results are important to you. Like the EARTH, you prefer a grounding point that is steady and solid. You are predictable, stable, and slow to change. You store and save, and you work to protect your resources. In your environment, you tend to prefer things that are basic, trustworthy, constant, proven, and validated. Order and detail are important to you.

FIRE-EARTH draws from two Elements: FIRE overcomes obstacles and achieves lofty goals, creating activity and setting the pace. This Element sees the big picture and delegates details. EARTH completes tasks with very high standards for self and others, striving for efficiency, creating processes and systems, and listening carefully for data and statistics.

The FIRE Element in FIRE-EARTH is pioneering, adventurous, visionary, intense, competitive, and outspoken, confronting problems head-on, and evaluating results, not intentions. The EARTH element is analytical, cautious, efficient, and looks for ways to improve a process. It is also quiet and unemotional, objective, and guards its privacy.

In the next four pages, you will learn more about your nature and also the characteristics of the other elements and how you can work with and relate best to each of them. You will also discover how to draw from each of the four elements to enrich your life. Let's begin with your most Essential Element.

FireWater, shown below are your scores for the four elements



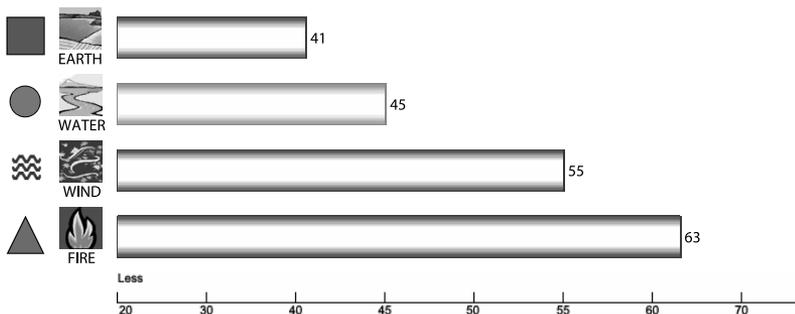
FireWater, by comparing the bar graphs above you can see that your strongest Elements are FIRE and WATER which can present conflicting influences: FIRE is fast paced and results oriented, while WATER is slower-paced and people-oriented. Understanding how these two Elements oppose and support each other will help you make best use of this dynamic style. Like FIRE, you are bold, confident, and eager to be in charge of your destiny. To accomplish this, you seek choice and control, directing people and actions to obtain the desired result. Achievement of challenging goals is important to you. Like WATER, you tend to "go with the flow." As WATER can take on several forms in different environments, you adapt yourself to various situations. You are loyal, supportive, and move at your own pace.

FIRE-WATER draws from two Elements: FIRE moves ahead to overcome obstacles and achieve goals. WATER derives fulfillment from relationships and demonstrates self-sacrifice in establishing friendships, supporting other. The combination of these traits enjoys getting things done and is willing to lead or serve to achieve the goal.

The FIRE Element is pioneering, visionary, and competitive, willing to confront problems head-on. WATER moderates FIRE's strong personality with a preference to avoid confrontation and take a more practical, team oriented approach to situations. The blend of these Elements results in a caring problem-solver who uses practical methods and a direct approach to get things done.

In the next four pages, you will learn more about your nature and also the characteristics of the other elements and how you can work with and relate best to each of them. You will also discover how to draw from each of the four elements to enrich your life. Let's begin with your most Essential Element.

FireWind, shown below are your scores for the four elements



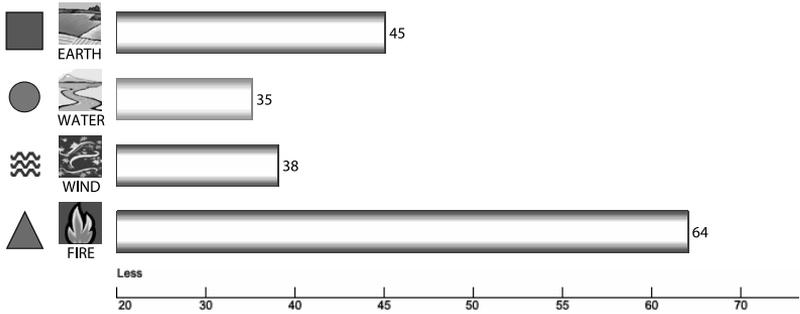
FireWind, by comparing the bar graphs below, you can see that your strongest Elements are FIRE and WIND, which are both fast-paced elements. Like FIRE, you are capable of massive, sweeping action resulting in significant, widespread change. You are bold, direct, confident, and eager to be in charge of your destiny. To accomplish this, you seek choice and control of every situation, directing people and actions to obtain the desired result. Bottom-line results are important to you. Like the WIND, you prefer moving quickly and having a visible impact. You are exciting, spontaneous, and bring energy to events and situations. People may be swept up into your ideas and in the excitement you may ignore boundaries. In your environment, you prefer fast action and immediate results.

FIRE-WIND draws from two Elements: FIRE overcomes obstacles and achieves lofty goals, creates activity and sets the pace. This Element sees the big picture and delegates details. WIND is enthusiastic, persuasive, inspiring, creative, outspoken, idealistic, trusting, and open to new ideas. Often makes decisions based on endorsements by admired people and will try almost anything to see if it will succeed.

The FIRE Element in FIRE-WIND is pioneering, adventurous, visionary, intense, competitive and outspoken, confronting problems head-on, and evaluating results, not intentions. The WIND Element is carefree, excitable, fun, involving, and tends to draw in other people. It is also a good networker - able to envision a project, then recruit and direct people who "want" to see it succeed.

In the next four pages, you will learn more about your nature and also the characteristics of the other elements and how you can work with and relate best to each of them. You will also discover how to draw from each of the four elements to enrich your life. Let's begin with your most Essential Element.

FireFire, shown below are your scores for the four elements



FireFire, by comparing the bar graphs above, you can see that your strongest Element is FIRE, which is task-oriented and fast-paced. Like FIRE, you are capable of massive, sweeping action resulting in significant, widespread change. You are bold, direct, confident, and eager to be in charge of your destiny. To accomplish this, you seek choice and control of every situation, directing people and actions to obtain the desired result. Bottom-line results are important to you.

FIRE people are motivated by overcoming obstacles and achieving lofty goals – they create activity and set the pace to reach them. They often are willing to take risks and may change methods and teams quickly if they do not get the results they expect. They tend to see the big picture and delegate the details that complete it. They are self-sufficient and determined to meet whatever challenges stand in their way.

Typically, FIRE people are pioneering, adventurous, focused, visionary, passionate, intense, competitive, and frankly outspoken. They tend to confront problems head-on, admire people who "walk the talk," and evaluate results, not intentions. They value commitment, meet deadlines, handle multiple projects at once, and want to determine their own agenda. They make decisions based on their perception of the challenge and reward.

In the next four pages, you will learn more about your nature and also the characteristics of the other elements and how you can work with and relate best to each of them. You will also discover how to draw from each of the four elements to enrich your life. Let's begin with your most Essential Element.

## APPENDIX IV

# A BRIEF HISTORY OF PERSONALITY THEORY

### *A Look at the Bible*

Perhaps the first time the notion of differences in personality reared its head is in the biblical story of Cain and Abel, two genetically similar siblings who had very different personality likes and dislikes.

Jesus complemented the notion of different personalities when He told Simon, the fisherman, “You are Peter, and on this rock I will build my church.” (Matt. 16:18) creating a prophetic word picture that has stayed with us for thousands of years. In the stories of Jesus, we are also introduced to James and John, who were called (for what one can only surmise to be due to observations of their temperaments) the “Sons of Thunder.” Jesus also described Himself as “Living Water,” a reference that I alluded to in my introduction.

The first official recorded use of personality testing dates back four-thousand years to the Mandarin dynasties of China, which used assessments to determine which members of the population would work well in government.

The Greek philosopher Plato (c 427–347) believed that having people take aptitude tests to determine which tasks they were best suited for would lead to the ideal state, as noted in his work titled *Republic*.

Hippocrates (460–377 B.C.), considered to be the founder of

Greek medicine, believed that illness could be attributed to the lovely notion of the percentage of bile in their system, and conceived of the four humors—blood, phlegm, yellow bile, and black bile.

The Greeks also believed that nature was made up of four elements—earth, air, water, and fire. These elements, as well as the four seasons, had corresponding humors. Four hundred years after the death of Hippocrates, a Roman doctor named Galen related Hippocrates’s humoral theory to temperament. Hence were born the notions of sanguine (pleasant), phlegmatic (apathetic), choleric (irritable), and melancholic (sad).

These theories had a major impact on Western medicine and psychology throughout the Middle Ages.

Development and interest in personality theories dwindled after the fall of the Roman Empire, as for the next one thousand years political, social, and religious constraints halted the freedom of thought and intellect.

During the Renaissance there were a revival of the Greek traditions and increased study in psychology and personality.

In the 1800s Franz Gall and Johann Spurzheim founded the pseudoscience of phrenology, relating bumps on the skull to personality. In the late 1800s, Francis Galton described methods for the measurement of character, including word associations and behavior-sampling techniques.

In the 1900s Sigmund Freud published *The Interpretation of Dreams* and laid a foundation of thought which is still influential today. In 1905 Carl Jung explored word-association tests to detect and analyze mental complexes.

During World Wars I and II, different assessments were developed to help select espionage agents and other field officers, and in the 1960s assessment tests were used to help select candidates for the Peace Corps.

The Rorschach’s Inkblot Test (1921), and the Minnesota Multiphase Personality Inventory (MMPI) (1943) became major contributions to the understanding of personality types.

Abraham Maslow, the pioneer of the field of motivational psychology, developed the Social Personality Inventory and the Security-Insecurity Inventory in order to assess such factors as self esteem, dominance, and adaptability. Maslow began to apply his psychological insights to industrial practices first on his brother's cooperage business in the 1940s.

In 1943 mother and daughter team Katherine Briggs and Isabel Myers developed the Myers Briggs Inventory, based largely on Carl Jung's work, claiming there are sixteen unique personality types in various combinations: Extraverted (E), Sensing (S), Thinking (T), Judging (J), or Introverted (I), Intuitive (IN), Feeling (F), and Perceiving (P).

During the 1960s personality assessments fell out of favor, due to charges of racial, economic, and gender bias which impacted scores. Nevertheless, the desire to understand differences in human personality continued, and continues to this day.

In 1985 John Holland developed the RIASEC model, maintaining that there are six types of vocational personalities and six work environments: Realistic (R), Investigative (I), Artistic (A), Social (S), Enterprising (E), and Conventional (C.)

Kathy Kolbe, daughter of the vocational testing pioneer, E. F. Wonderlic, has developed the Kolbe System, another highly influential assessment tool for problem solving and teams. Her emphasis is that problem-solving preferences are innate, and that strain and conflict arise when team members are not allowed to tackle problems in their preferred style.

Another popular psychological assessment is the DISC inventory, which assesses personality types based on Dominance, Influencing, Steadiness, and Conscientiousness.

Obviously, there are hosts of other assessments not included here. My goal was to give a brief overview of the field itself, showing the development in theories, and their roots.

Sources:

Edward Hoffman, Ph. D, *Psychological Testing at Work* (New York: McGraw-Hill, 2002).

Lewis R. Aiken, *Human Differences* (Mahway, New Jersey: Lawrence Erlbaum Associates, Publisher, 1999).