

You don't Judge a Book by  
It's Cover and  
You don't Judge a Person  
by their Likeability



Presented by

John M. Beane

Staff Development Services



# Book Jackets Have Purpose

- ◆ Catch the attention of book browsers
- ◆ Give an indication of what is inside
- ◆ Keep the book clean
- ◆ But, by far, it is mostly designed to be a ‘marketing tool’



# Likeable People Have Purpose

◆ To Get Hired!!!

# What They do to Enhance being Hired



- ◆ Usually accentuate their friendly demeanor.
- ◆ Dress nice.
- ◆ Smell good.
- ◆ Try to provide the appropriate answers.
- ◆ Have reasonable excuses for their past job hops.



# What Usually Occurs Once Hired

- ◆ During the initial phase of work require a good deal of support from their manager and co-workers.
- ◆ May seek an above average level of reinforcement on how they are doing.
- ◆ Once comfortable begin doing more things for their co-workers than is desirable.



# What is Going On?

- ◆ People who are likeable usually have a strong need to be liked.
- ◆ They do things for others to feel better about themselves and to be more likeable.
- ◆ In some cases they feel more competent than they believe other's to be.
- ◆ They tend to have a fairly narrow focus.

# What to watch during the interview



- ◆ We tend to hire those we “like.”
- ◆ We tend to hire those like us.
- ◆ We make hiring decisions within the first 5 minutes.
- ◆ We think we understand the behavioral requirements of the job. We don't know what we're looking for.
- ◆ We're desperate and he or she seems nice.



# Additional Information

- ◆ Why they try to get by on being liked.
- ◆ What can you observe during an interview to make better decisions.
- ◆ What you need to know about human behavior.



# Pay Attention to...

- ◆ Answers to your questions about their past
- ◆ Comments they make
- ◆ Questions they ask
- ◆ What they are most interested in
- ◆ Their observations about your firm
- ◆ Their Emotional Intelligence



# Would You Hire this Person?

- ◆ Law degree from University of So. CA
- ◆ Law clerked for 9 years.
- ◆ Wants to handle civil and criminal cases

# What about This Person?



- ◆ Overweight
- ◆ On oxygen
- ◆ Uses a motorized scooter
- ◆ Falls asleep occasionally on the job
- ◆ Uses staff as personal valets
- ◆ Expects a salary of \$130,000/year

# The Reality

- ◆ They are the same person
- ◆ An elected judge brought up on judicial misconduct
- ◆ Accused of tainting juries, creating a hostile work environment, and causing two mistrials
- ◆ Blames her problems on disgruntled employees and vindictive colleagues



# Emotional Intelligence

## ◆ Definition:

- Our ability to manage ourselves and successfully handle our relationships with others.

## ◆ Outlook:







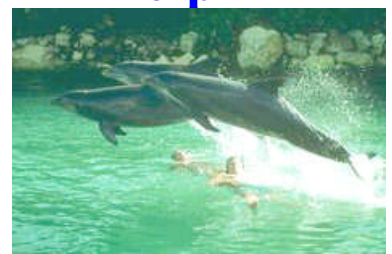

- IQ is rising, i.e. people are becoming smarter or better educated.
- EQ is declining due to people putting more emphasis on themselves and caring less about others.



# Let's Examine the 13 Facets of EQ

# Emotional Energy, Job and Relationship Compatibility

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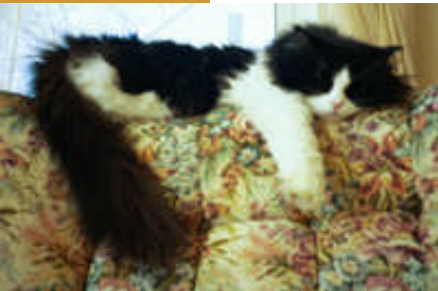
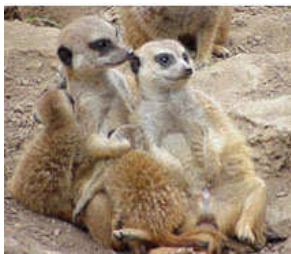


<b>Low</b> (0.5-3.4)	<b>Moderate</b> (3.5-5.4)	<b>High</b> (5.5-7.4)	<b>Very High</b> (7.5-9.4)
<p>Enough energy to work in relaxed settings. Tends to think/move rather slow. When under high stress or when working quickly, may tire fast, perform poorly &amp; recover rather slowly. NEEDS: a slow-pace; low stress; much rest/sleep; much time to finish work; low activity; to save energy for priorities.</p>	<p>Tends to think/move moderately fast. Tires gradually under high stress. Then may perform poorly. Recovers from high stress somewhat slowly. NEEDS: a moderate pace; moderate stress; a moderately active lifestyle; average time to finish work; normal rest/sleep.</p>	<p>Enough energy to work in an active, yet normal setting. Energetic. Handles high stress rather well &amp; recovers quickly. Bored with a slow pace. NEEDS: an above average pace &amp; level of activity; to think/move rather fast; few delays; less than normal rest/sleep.</p>	<p>Very active/energetic. Handles high stress well &amp; recovers very fast. Bored with a slow/moderate pace. May strongly stress their bodies with activity. NEEDS: much activity; to think/move fast; to not be delayed; to be channeled - not blocked; little rest/sleep.</p>
			
<p><b>Turtle</b></p>  <p>Smooth swimmer. Moves slowly. Defensive shell.</p>	<p><b>Sting Ray</b></p>  <p>Moves gracefully at a moderate speed. Some speed bursts.</p>	<p><b>Dolphin</b></p>  <p>Fast moving – up to 25 mph. Active throughout the day.</p>	<p><b>Sailfish</b></p>  <p>Speeds up to 68 mph. Dives to 2,000 feet. Very active.</p>

Where are you? Where is the job?

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# Stress, Job and Relationship Compatibility

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<b>Very Low</b> (0.0 –2.4)	<b>Low</b> (2.5-4.4)	<b>Moderate</b> (4.5-6.4)	<b>High</b> (6.5-9.4)
<p>Very calm &amp; relaxed. Not enough stress to disturb performance, or to cause physical symptoms. You may be too complacent to achieve your full potential. NEED: to avoid problems &amp; struggles; to not be pushed or pressured; plenty of time to relax.</p>	<p>Calm &amp; relaxed. Willing to face some stress in coping with life's challenges. Yet, doesn't generally have enough stress to disturb performance, or to cause physical symptoms. NEED: a lifestyle with moderation in achievement &amp; moderate pressure or stress.</p>	<p>Involved in life &amp; facing a somewhat harsh situation. Significant tension/stress. Enough to cause some emotional discomfort &amp; physical stress. NEED: to relax by slow deep breathing, positive imagery, aerobic exercise; less stressful circumstances.</p>	<p>Involved in life &amp; facing harsh circumstances. High tension/stress. Enough to interfere with concentration, coordination, &amp; physical performance. NEED: to relax by slow deep breathing, positive imagery, aerobic exercise; less stressful circumstances.</p>
			
<p><b>Content Pet</b></p>  <p>Little work. Few predators. No worries. Relaxed temperament.</p>	<p><b>Meerkat</b></p>  <p>Relaxed, but finds food &amp; shelter, plays, etc.</p>	<p><b>Wolf</b></p>  <p>Fully involved in survival and achievement. Edgy.</p>	<p><b>Stressed Animal</b></p>  <p>From limited food &amp; space, moving, temperament, etc.</p>

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# Self Esteem, Job and Relationship Compatibility

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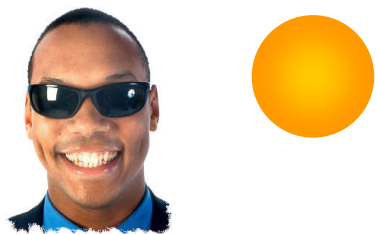




Low (0.5-3.4)	Moderate (3.5-5.4)	High (5.5-7.4)	Very High (7.5-9.4)
<p>Modest. Not vain. Aware of own faults/errors. Self-critical. Easily hurt by criticism/rejection. May misinterpret others action as criticism/rejection. May try to please those who offer acceptance. NEED: to avoid criticism/rejection; praise/acceptance.</p>	<p>Modest. Not vain. Aware of own faults. Willing to admit shortcomings or errors. Moderate self-esteem. Can handle criticism/rejection adequately, yet is somewhat hurt by it. Somewhat self-critical. NEED: to avoid criticism/rejection; praise/acceptance.</p>	<p>Feels good about self. Modest. Not vain. Is secure enough to admit to personal faults, errors, &amp; to make personal changes, where practical. Can handle criticism &amp; rejection well. NEED: normal respect or status; a significant position.</p>	<p>High regard for self &amp; for what you have or do. May act superior to feel good about self. May deny own faults, errors, &amp; the need to improve. NEED: high respect; status; an important position; money or impressive possessions; to have little personal criticism.</p>
			
<p><b>Infant Gorilla</b></p>  <p>It is cared for, but is the least powerful in the group.</p>	<p><b>Subadult Gorilla</b></p>  <p>Submissive to father &amp; mother. Has freedom to play/explore.</p>	<p><b>Mother Gorilla</b></p>  <p>2<sup>nd</sup> to leader. In charge of her offspring, while present.</p>	<p><b>Alpha Gorilla</b></p>  <p>Demands absolute control &amp; respect from all in the group.</p>

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# Optimism, Job and Relationship Compatibility

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<b>Low</b> (0.5-3.4)	<b>Moderate</b> (3.5-5.4)	<b>High</b> (5.5-7.4)	<b>Very High</b> (7.5-9.4)
<p>Able to see risks, problems &amp; what is wrong with things/people. Being wary may help you avoid harmful circumstances. May not see much of what is positive or good about others &amp; circumstances. May be faultfinding, worried, distrustful, or gloomy. NEEDS: to point out &amp; correct problems.</p>	<p>Able to see what is wrong with things/people. Moderately cheerful, positive, or encouraging. May not see some of what is positive or good about others &amp; circumstances. Slightly fault-finding, worried &amp; distrustful. NEED: to point out &amp; correct problems, without being highly critical or negative.</p>	<p>Tends to be optimistic, cheerful, happy, trusting, positive &amp; encouraging. Tends to smile &amp; laugh. Is also able to see problems, faults, &amp; danger. NEED: to maintain a balance between seeing the good in people/ things, &amp; seeing the problems/faults.</p>	<p>Sees the good in people or things. Very optimistic, trusting, cheerful, happy, positive &amp; encouraging. Tends to smile &amp; laugh. Tends to overlook/ deny problems, faults, &amp; danger. NEED: to look at things positively &amp; to avoid focusing on problems.</p>
			
<p><b>Wolf</b></p>  <p>A top survivor in the wild. Wary, suspicious of danger.</p>	<p><b>Doberman</b></p>  <p>Great guard dog. Wary of all but its masters. Serious.</p>	<p><b>Collie</b></p>  <p>A balance of wariness &amp; trust. Can be serious or happy.</p>	<p><b>Golden Retriever</b></p>  <p>Very trusting, even of strangers. Great with children.</p>

**Where are you? Where is the job?**

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# Work, Job and Relationship Compatibility

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<b>Low</b> (0.5-3.4)	<b>Moderate</b> (3.5-5.4)	<b>High</b> (5.5-7.4)	<b>Very High</b> (7.5-9.4)
<p>Enjoys rest/play. Doesn't pressure self to get things done. Works moderately hard, closely managed. Otherwise, is slow to begin &amp; to complete work. May not stay on task. NEED: few work hours per day; breaks; much time for rest/fun; work that matches your interests.</p>	<p>Enjoys rest/play. Can work hard, moderately supervised. Otherwise, is somewhat slow to begin &amp; complete work. May get off task at times. NEED: moderate work hours per day; fun or relaxing breaks; plenty of time for rest or fun; work that matches your interests.</p>	<p>Stays on task &amp; doesn't waste time. Takes on much responsibility. Works hard, long, often. Strives to complete work. NEED: to spend an above moderate number of hours working on important tasks; to reserve some time for resting or having fun.</p>	<p>Stays on task &amp; doesn't waste time. Somewhat compelled to: take on responsibility; work hard, long, often; complete work. Takes little time for rest or fun. NEED: to spend your time accomplishing important tasks; to not be kept from your work for long by others.</p>
			
<p><b>Otter</b></p>  <p>Food is easy to get. No home. Very much resting/playing.</p>	<p><b>Meerkat</b></p>  <p>Makes a basic group home. Finds food. Moderate rest/play.</p>	<p><b>Squirrel</b></p>  <p>Makes a nest. Works hard finding food. Some rest/play.</p>	<p><b>Beaver</b></p>  <p>Works constantly on building it's dam. Little rest/ play.</p>

Where are you? Where is the job?

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# Detail, Job and Relationship Compatibility

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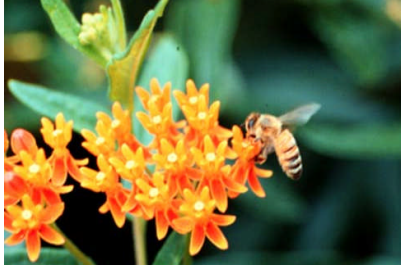


<b>Low</b> (0.5-3.4)	<b>Moderate</b> (3.5-5.4)	<b>High</b> (5.5-7.4)	<b>Very High</b> (7.5-9.4)
<p>Thinks/acts spontaneously. Not compulsive about details. Rather careless, disorganized, impulsive, messy; forgetful; non studious; error/accident prone. NEED: short, simple, tasks; protection from distraction &amp; accidents; to decide &amp; act based on feelings; others who check plans, the work, &amp; do details.</p>	<p>Moderate tendency to: be careful, accurate, precise, thorough, organized, logical, neat, studious; concentrate; think through decisions. NEED: tasks involving moderate detail or complexity; to decide &amp; act based on your feelings &amp; on moderate thought.</p>	<p>Tends to: be careful, accurate, precise, thorough, organized, logical, neat, studious; concentrate; think through decisions. Tries to do tasks well. NEED: tasks involving above moderate detail; to decide &amp; act based on logical thought; some feedback on your work.</p>	<p>Very careful, precise, logical, studious, organized. May deeply focus on a thought/ task &amp; forget others. Upset by errors. NEED: much time to decide/plan; the time to do tasks perfectly; to have the information &amp; resources to do well; few interruptions; reminding of priorities; complex tasks; positive feedback.</p>
			
<p><b>Otter</b></p>  <p>Spontaneous. Does not build a home. Drops food remains.</p>	<p><b>Wild Rabbit</b></p>  <p>Most dig a basic and rough single hole in the ground.</p>	<p><b>Chipmunk</b></p>  <p>Digs a system of several rooms with different uses..</p>	<p><b>Garden Spider</b></p>  <p>Spins a perfect web, while vulnerable to attack..</p>

Where are you? you? Where is the job?

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# Change, Job and Relationship Compatibility

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<b>Low</b> (0.5-3.4)	<b>Moderate</b> (3.5-5.4)	<b>High</b> (5.5-7.4)	<b>Very High</b> (7.5-9.4)
<p>Likes repetition &amp; following set routines. Consistent &amp; traditional. May be less creative. <b>NEED:</b> much sameness in people, places, things, times, beliefs &amp; in how you do things; job/relational security; much preparation &amp; reassurance before making changes.</p>	<p>Moderate desire: to improve/create things; to get/do new things; for variety/change. Somewhat open to new ideas. <b>NEED:</b> some "sameness" in people, places, things, times, &amp; in how you do things; some preparation &amp; reassurance before making changes.</p>	<p>Creative &amp; open to new ideas. Works somewhat harder on new projects. Somewhat bored with routine &amp; repetition. <b>NEED:</b> to create, improve, or change things; new places; new things; new ideas; new activity; others to do some routine or repetitive work; some variety.</p>	<p>Creative &amp; open to new ideas. Works harder on new projects. Very bored with routine tasks. May change things for the sake of change. <b>Strongly NEED:</b> to create, improve, or change things; to have/do new things; others to do routine or repetitive work; variety.</p>
			
<p><b>Leafcutting Ant</b></p>  <p>Constantly cuts leaves &amp; returns them to the nest.</p>	<p><b>Worker Honey Bee</b></p>  <p>Does different tasks, yet according to routine methods.</p>	<p><b>Raccoon</b></p>  <p>Variety in foods, location &amp; mate. Has creative solutions.</p>	<p><b>Chimpanzee</b></p>  <p>Very large changes in foods, location &amp; mate. Invents tools.</p>

Where are you? you? Where is the job?

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# Courage, Job and Relationship Compatibility

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Low (0.5-3.4)	Moderate (3.5-5.4)	High (5.5-7.4)	Very High (7.5-9.4)
<p>Doesn't take excessive risk. Does what is safe &amp; sure to work. Performs worse under pressure, due to fear. NEED: to avoid competition, pressure, physical discomfort &amp; failure; others to do risky/harsh work; assurance of safety; job security; secure benefits.</p>	<p>Doesn't take excessive risk. Faces moderate loss, injury, hardship, competition &amp; physical discomfort to reach goals. Performs somewhat worse under pressure. NEED: others to do any very risky/harsh work; some assurance of safety, job security &amp; pay.</p>	<p>Thinks/works somewhat harder &amp; better under pressure. Faces above moderate loss, injury, hardship, competition &amp; physical discomfort to reach goals. Confident. NEED: challenge; to show your ability; pay/benefits based partially on achievement.</p>	<p>Thinks/works much harder &amp; better under pressure. Faces great loss, injury, hardship, competition &amp; physical discomfort to reach goals. May overestimate ability. NEED: challenge; to prove your ability; pay based on achievement. Check your plans for risk.</p>
			
<p><b>Domestic Rabbit</b></p>  <p>Very comfort oriented. Hides or runs from danger.</p>	<p><b>Persian Cat</b></p>  <p>Prefers comfort. Will hunt &amp; defend itself if needed.</p>	<p><b>Collie</b></p>  <p>Faces discomfort. Defends itself, when necessary.</p>	<p><b>Mongoose</b></p>  <p>Will risk its life to fight creatures that could kill it.</p>

Where are you? you? Where is the job?

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# Direction, Job and Relationship Compatibility

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<b>Low</b> (0.5-3.4)	<b>Moderate</b> (3.5-5.4)	<b>High</b> (5.5-7.4)	<b>Very High</b> (7.5-9.4)
<p>Values guidance/procedures. Shares decision making with others. Slow to: form opinions; make decisions/goals; set priorities. May decide back &amp; forth. <b>NEED:</b> confidence in your leader; specific direction; decisions made with you or for you.</p>	<p>Values guidance &amp; procedures. Can decide, when necessary. Somewhat slow to: form opinions; make decisions &amp; goals; set priorities. Somewhat dependent. <b>NEED:</b> confidence in your leader; specific direction - a plan to follow; decisions made with you or for you.</p>	<p>Enjoys forming opinions, making decisions, solving problems, setting goals &amp; priorities. Can decide rather fast. Values useful guidance/procedures. Lets others take part in decisions. <b>NEED:</b> to have some influence on decisions; some respect for your ideas.</p>	<p>Very strongly forms opinions, decides, solves problems, sets goals &amp; priorities. Can decide fast. Need much: control over decisions; respect for your ideas; freedom from procedures. In a power struggle, others should let you decide, but point out the consequences.</p>
			
<p><b>Domestic Sheep</b></p>  <p>Follows where the herder leads. No major decisions.</p>	<p><b>Squirrel</b></p>  <p>Makes basic decisions like food, shelter, escape, etc.</p>	<p><b>Raccoon</b></p>  <p>Makes basic survival decisions &amp; creatively problem-solves.</p>	<p><b>Alpha Gorilla</b></p>  <p>Decides &amp; problem-solves. Controls all decisions.</p>

**Where are you? you? Where is the job?**

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# Assertiveness, Job and Relationship Compatibility

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<b>Low</b> (0.5-3.4)	<b>Moderate</b> (3.5-5.4)	<b>High</b> (5.5-7.4)	<b>Very High</b> (7.5-9.4)
<p>Not pushy or argumentative. Lets others think &amp; do as they wish. Cooperative &amp; submissive. Seldom insists, demands, asserts opinions, faces conflict, offends others, or openly disagrees. Conforming. NEED: others to assert for you; to have little arguing.</p>	<p>Moderate tendency to direct, assert opinions, demand, &amp; discipline. Not forceful, controlling, pushy, or argumentative. Cooperative. Rather submissive &amp; conforming. NEED: others to do any very strong assertion for you; moderate or less verbal conflict.</p>	<p>Can comfortably direct, assert opinions, demand, &amp; discipline. Not forceful, controlling, pushy, or argumentative. Able to submit, cooperate, &amp; to conform. NEED: some authority; some respect for your opinions; to have some influence on others.</p>	<p>Very strongly directs, asserts opinions, demands &amp; disciplines. Forceful, controlling, pushy, unsubmissive, non conforming, argumentative. NEED power &amp; authority. Others should show respect, that they can see what you want, &amp; share their needs. Seek a win-win solution.</p>
			
<p><b>Lap Dogs</b></p>  <p>Quietly sits with his/her master. Non assertive.</p>	<p><b>Bird Dogs</b></p>  <p>Startles birds in a field to let his/her master shoot.</p>	<p><b>Sheep Dogs</b></p>  <p>Leads a herd of sheep. Also obedient to its master.</p>	<p><b>Cattle Dogs</b></p>  <p>Leads a herd of cattle. Forceful. Can be hard to control.</p>

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# Tolerance, Job and Relationship Compatibility

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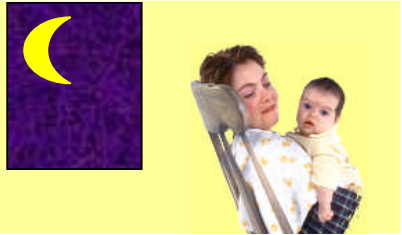




<b>Low</b> (0.5-3.4)	<b>Moderate</b> (3.5-5.4)	<b>High</b> (5.5-7.4)	<b>Very High</b> (7.5-9.4)
<p>Won't accept abuse/neglect. Anger may motivate positive action. You tend to get angry when your NEEDS aren't met. Then you may be rather uncooperative, vindictive, or critical. Holds grudges. NEED: space/time to cool off when angry. Identify &amp; avoid things that trigger your anger.</p>	<p>Moderately, tolerant, patient, understanding &amp; forgiving. You tend to get slightly angry when your NEEDS aren't met. Then you may be somewhat uncooperative, vindictive, or critical. NEED: some space/time to cool off, when angry. Identify &amp; avoid things that trigger the anger.</p>	<p>Patient. Slow to anger. Understanding &amp; forgiving. Not critical, vindictive, or harsh. Tolerant of some abuse &amp; neglect from others, but will express irritation or anger as needed. NEED: to express moderate or less irritation or anger; others to not take advantage.</p>	<p>Patient. Slow to anger. Understanding &amp; forgiving. Not critical, vindictive, or harsh. Tolerant of much abuse &amp; neglect from others. Denies/holds in anger, causing stress. NEED: to avoid expressing irritation or anger; others to not take advantage.</p>
			
<p><b>Grizzly Bear</b></p>  <p>From grumpy, to irritable, to furious. Will attack.</p>	<p><b>Spectacled Bear</b></p>  <p>Usually eats plants &amp; insects. At times is irritable and attacks.</p>	<p><b>Panda</b></p>  <p>Mostly peaceful and calm. Irritation is rare &amp; small.</p>	<p><b>Domestic Rabbit</b></p>  <p>Tolerates squeezing, being dropped, &amp; other rabbits.</p>

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# Consideration, Job and Relationship Compatibility

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<b>Low</b> (0.5-3.4)	<b>Moderate</b> (3.5-5.4)	<b>High</b> (5.5-7.4)	<b>Very High</b> (7.5-9.4)
<p>Tries to meet own wants/needs. Avoids others' abuse. Own needs are given priority over others' needs. Low awareness of others' feelings. Rather unhelpful. May neglect/offend others. NEED: to get what you want; to see how you'll benefit by doing something; to win and not lose.</p>	<p>Moderately considerate, responsible &amp; helpful. Own needs are given slight priority over others' needs. Moderately aware of other's feelings. NEED: to have your way; to see how you'll benefit by doing something; to not strongly abuse or neglect others.</p>	<p>Considerate, helpful &amp; responsible. A good listener. You try to balance meeting your own needs &amp; the needs of others. You don't abuse or neglect others. Aware of other's feelings. NEED: to know that you have helped; to make sure you meet your needs also.</p>	<p>Very considerate, helpful, &amp; responsible. A good listener. You may neglect your wants or needs to meet others' wants or needs. Aware of &amp; may feel other's feelings. NEED: to know that you have helped. Make sure you don't give away too much.</p>
			
<p><b>Mother Tiger Shark</b></p>  <p>Preys on all others &amp; own kind. Leaves its baby at birth.</p>	<p><b>Mother Lion</b></p>  <p>Nurses its cubs. Yet, cubs must find food by 1 year or starve.</p>	<p><b>Mother Gorilla</b></p>  <p>Raise young for 2 ½ to 3 yrs. Young usually leave on own.</p>	<p><b>Mother Grizzly</b></p>  <p>Parents for 4 ½ yrs. Will endanger self to protect cubs.</p>

Where are you? you? Where is the job?

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# Sociability, Job and Relationship Compatibility

[0.....|.....1.....|.....2.....|.....3....][.....4.....|.....5...][.....6.....|.....7...][.....8.....|.....9.....|.....10]

<b>Low</b> (0.5-3.4)	<b>Moderate</b> (3.5-5.4)	<b>High</b> (5.5-7.4)	<b>Very High</b> (7.5-9.4)
<p>Enjoys: being by self or with a few well-known people; working with things/data. Finds it hard to meet people, to small talk &amp; to express emotions. Private/distant. Makes few contacts/friends. May be possessive of friends. NEED: privacy; others to meet/greet with or for you; little physical contact.</p>	<p>Can meet people &amp; small talk. Moderately articulate, talkative, entertaining or emotionally expressive. Somewhat private/distant with new people. Makes a moderate number of contacts/friends. Prefers to work with things/data. NEED some: privacy; recognition; company; conversation; physical contact.</p>	<p>Good at meeting people. Makes contacts/friends. Talkative, articulate, entertaining, emotionally expressive. Also likes things/data. Can be alone or quiet, as needed. NEED some: attention; popularity; public recognition; group activity; company; conversation; physical contact.</p>	<p>Good at meeting people. Makes many contacts/friends. Very talkative, articulate, entertaining, emotionally expressive. Less interest in things/data. Strongly NEED: to be seen/heard; popularity; public recognition; group activity; company; conversation; physical contact.</p>
			
<p><b>Great Horned Owl</b></p>  <p>Lives and hunts alone. Does produce offspring with mate.</p>	<p><b>Peacock</b></p>  <p>Rather territorial. Shares area with mate and chicks.</p>	<p><b>Canadian Goose</b></p>  <p>Close bond with family. Also migrates with large group.</p>	<p><b>Penguin</b></p>  <p>Stays in groups of hundreds to thousands.</p>

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