

“In a classic fashion, Florence Littauer and Rose Sweet combine Florence’s lifelong study of the Personalities with timely, contemporary applications for small-business owners, entrepreneurs, and ministry leaders. The chapter ‘Personalities and Multilevel Marketing’ gives valuable insight for individuals and couples involved in any multilevel direct-sales organization. If you want to know how to successfully work with anyone, this book is a must-read!”

John H. Thurman Jr., MDiv, MA, licensed clinical professional counselor; Five Diamond Designer, Premier Designs Jewelry

“My friend Florence Littauer has taught me more about the Personalities than any other person. Run, don’t walk, to buy this book. You will be glad you did!”

John C. Maxwell, author and speaker

“Positive relationships with co-workers are an integral part of how any organization can continue to grow and evolve in changing times. Littauer takes a thought-provoking look at various Personalities and how best to utilize them to achieve the greatest success.”

Dr. Nido Qubein, president, High Point University;
chairman, Great Harvest Bread Company

“In my career I’ve used any number of the ‘latest and greatest’ management techniques to improve my bottom-line. But it always comes down to really knowing and understanding Personalities, whether it’s my boss, peers, or employees. I highly recommend that everyone not just read *Personality Plus at Work* but give it real thought and consciously identify the Personalities of those around you in the workplace. It will prove invaluable!”

Ed Bennett, PE, LEED AP, executive director for physical plant and deputy for facilities management, Virginia Commonwealth University

“I’ve consulted with Rose for years about personnel problems in my mortgage, title, and escrow companies. Thanks to understanding the Personalities—and particularly how to successfully blend them—I now have the perfect team. Their strengths compliment each other and offset their weaknesses. Using what we’ve learned from the Personalities, we’ve doubled our gross annual income!”

Malia Monroe, owner, Four Seasons Mortgage Company

“Florence Littauer and Rose Sweet take you by the hand and lead you to that ‘aha’ moment for the workplace.”

Ron Chapman, National Association of Broadcasters “Hall of Fame”

Personality PLUS *at* WORK

How to Work
Successfully with Anyone

FLORENCE LITTAUER
ROSE SWEET



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The Four Personalities according to Hippocrates (ca. 400 BC)

The Popular Personality: Sanguine

Fun, outgoing, optimistic . . . but disorganized and too chatty

The Powerful Personality: Choleric

Goal-oriented, born leader, confident . . . but bossy and insensitive

The Perfect Personality: Melancholy

Deep, thoughtful, organized . . . but negative and often depressed

The Peaceful Personality: Phlegmatic

Pleasant, easygoing, adaptable . . . but indecisive and unmotivated

Cast of Characters

Our Students	Their Personalities	Their Story
Carmen Gonzalez	MELANCHOLY Phlegmatic	Timid schoolteacher who wants to know how to better understand her students.
Dr. Charles Everett Hastings III	MELANCHOLY Phlegmatic	Wealthy surgeon who has a dry wit and seems rather condescending.
Holly Homes	SANGUINE Phlegmatic	Flashy real estate agent who likes to laugh and be the center of attention.
Howard Jones	SANGUINE Choleric	Talkative restaurateur who has a jelly belly.
Darlene Guttenberg	CHOLERIC Melancholy	Domineering executive who works with husband Hans in multilevel marketing (MLM).
Fran Taylor	CHOLERIC Sanguine	Outgoing women's clothing executive who never misses an opportunity to sell.
Hans Guttenberg	PHLEGMATIC Melancholy	Wimpy husband of Darlene who works with her in MLM.
Pastor Paul Page	PHLEGMATIC Melancholy	Quiet pastor whose sermons put his congregation to sleep.

Say Hello to the Cast of Characters

It was a rainy afternoon in April when Rose and I (Florence) walked into the Loma Linda University library to begin a series of lectures we called “Personality Plus at Work.” The dean, Dr. Hemingway, had scheduled these classes based on a perceived need of people who would often complain to him. They would ask, “How can I understand all these mixed-up people I have to deal with in my workplace?” or, “When I have the answers, why won’t people just do it my way?”

Dr. Hemingway wasn’t sure how to handle these questions, until one evening he met me at a dinner party and began to explain how frustrated he was.

“People talk to me as if I could prescribe a magical pill they could take each morning and suddenly be wise. We all know there’s no such thing!” He slammed down his fork in disgust.

I smiled. “Well, Dr. Hemingway, there actually *is* a mystery cure for personality problems, and I’d love to explain it to you. It comes from your own profession—from a Greek physician in 400 BC—and it still works today.”

“Really?” he asked.

“You remember Hippocrates? He asked the same questions as you: ‘Is there some way I might understand my patients?’ and ‘Why don’t they all react the same way to the same instructions?’”

Our discussion got so exciting as we shared back and forth, problem and solution, that soon others around us were listening and wanting to hear more. From that conversation came the idea for a sixteen-week course on “Personality Plus at Work” . . . and here we were, Rose and I, walking into a classroom where eight selected people were waiting for us. Four men and four women—from different corners of the business world—who needed help with “all those people who are nothing like me.”

Rose and I had been teaching the four personalities as a fun way to get along with difficult people, but we had never tried it with such a handpicked group. Dr. Hemingway had invited friends and professionals alike to prepare for the course by reading my book *Personality Plus* and by taking the Personality Profile included in the back of this book. When we arrived for our first session, we knew the personalities of our eight students and we were ready for them.

Let’s Meet the Group

I started by explaining to the students that Rose and I were both blends of the Choleric-Sanguine personalities and that as we went through the course they would understand more about what that meant. Rose added, “That means we both like to be in charge, but don’t worry—we’ll make it fun!”

“Yes,” I agreed. “We both like to be in charge.” I looked right at Rose.

“In charge! Right! Yes, Florence is teaching today. You’ll have to wait for me to take over next time!” Rose smiled at the group and then took a seat in the back of the room. As Sanguines, we have learned how to work with one another in our teaching assignments. We enjoy being playful but are always respectful with each other.

After we had introduced ourselves, I asked each student to give their name and their reason for being here, in order of how they were sitting. I started with a relaxed young woman with big brown eyes and dark curly hair.

“I’m **Carmen Gonzalez**. I’m a teacher at the local high school, and I’m hoping to understand my pupils better. They’re all so different, and some don’t even want to be in school. I read your book, Florence—*Personality Plus*—and I think I’m *Melancholy* because I love to study and I get easily depressed with the antics of these teenagers!”

Next was a middle-aged lady, somewhat chubby, with bright blue eyes and an eagerness to tell us who she was. “I’m **Darlene Guttenberg**, and I’m here to learn more about my business associates. I’m in network marketing and I work, work, work all the time. My mind never seems to shut down!” I knew right away she was *Choleric*.

Next at the table was a quiet, unresponsive man who hadn’t smiled yet. “I wouldn’t have come here by myself, but my wife, Darlene,” he nodded his head toward the woman next to him, “dragged me here. That’s what she does with me, but I don’t mind. My name is Hans. **Hans Guttenberg**.” I looked over at Rose and we both exchanged a silent word: *Phlegmatic*.

The group seemed confused. Should they feel sorry for Hans being dragged around or glad that he had Darlene to pep him up?

Next was an eager man who looked as if he’d really enjoyed eating his whole life. Like Santa Claus, when he laughed his belly shook like jelly. “I’m **Howard Jones**. Since I’m in the restaurant business some people think I’m Howard Johnson! My problem is how to keep the help. It seems as soon as I get them trained, they leave. I’m sick of all these flaky people and I hope I can get a few who’ll stay. I read your book, too, Florence, and I’m pretty sure I’m *Choleric*. I’d like being in charge more if any of them would actually listen.”

“You think *you’ve* got problems!” yelled out the blonde next to Howard. She wore a tight T-shirt that read **HOLLY HOMES**. “You

should be in real estate. I don't know who is more difficult—the crazy salespeople in my office or the weird looky-loos who come in. You could mix them all up in one bowl and you couldn't make a decent pancake. That's what my mother—God rest her soul—used to say. You probably noticed that I'm Holly. My last name is not really 'Homes,' but it works better. I love to have fun at work, but lately there hasn't been much of it. This market *sucks!*"

Sanguine! Rose and I exchanged silent smiles.

After Holly's last comment, the dignified, tall, thin man next to Holly moved his chair a little farther away from her. "I'm **Pastor Paul Page**, and I like peace and quiet. I'm here because my people think I'm not exciting enough. One man even told me, 'When you start preaching, I go right to sleep.' He's one of the elders, too, so that's not good. I hope I can improve my personality, although I'm happy with it myself."

"You're *Phlegmatic!*" said Howard. "Right, Florence?" I nodded and noticed the pastor looked as if he needed to say something else. "I've never been married because I guess I have trouble making important decisions," he added, and laughed softly.

Holly moved her chair a little closer to him and smiled broadly.

On the other side of the single, spiritual pastor sat an obviously worldly and color-coordinated young woman with perfect makeup and extra eyelashes. "I'm **Fran Taylor**, and I'm into women's clothes."

"You sure are, honey!" Howard tossed in.

"Thank you, sir. What I mean is I supervise a chain of retail stores and work in the main office when I'm not traveling. This takes a lot of hands-on work, and I really have two full-time jobs—although they don't see it that way. I don't get two salaries!" She laughed at this, then started in again.

"I *love* clothes. I *love* people. I *love* to talk, and I *love* to be in charge. There are so many things I love that I might even be a split personality! Well, we have a whole new line of jewelry, and these

new brochures I brought show the elegant finish on the gold and the brilliant colored stones. They almost look real, don't they? But you'll *love* the price! As it says here in the front, 'So much for so little'! I brought order forms for everyone and—yes—I take credit cards."

As Fran passed out her promotional material I called on our last person, a handsome, intelligent-looking—and obviously wealthy—gentleman.

"I'm **Dr. Charles Everett Hastings III**. The other two aren't with me—they're dead." He smiled at his attempted humor, even though no one else did.

"But they were both doctors, and I had no choice. To fulfill the family legacy I had to become 'the third.' So I attended Phillips Andover Academy, Harvard, and I have an MD from Princeton." He paused so we could all let the degrees sink in.

"Why am I here when I'm already overeducated? Because Dr. Hemingway told me to come, to 'get away from all those intellectual snobs and spend some time with normal people who don't care about my IQ.' Just go and be a nice person. I actually learned about Hippocrates in med school, but I never used it. Thought it was too simple for me. So here I am—out with ordinary people—but I must admit that listening to you all, you do seem to be a pleasant group."

By the time the good doctor finished, no one knew what to think. Should they be insulted? Or should they feel sorry that he was so out of touch?

I thanked everyone for introducing themselves and then pulled out an old magazine cover to begin our course, which starts in our next chapter.

As you read along with us, picture that you, too, have been specially handpicked and are with us in your seat, ready to go! Soon these people's problems will relate to yours, and our solutions will brighten your day. We're glad you're part of our "pleasant group"!