



QUICK GUIDE

TO GRETCHEN RUBIN'S THE FOUR TENDENCIES

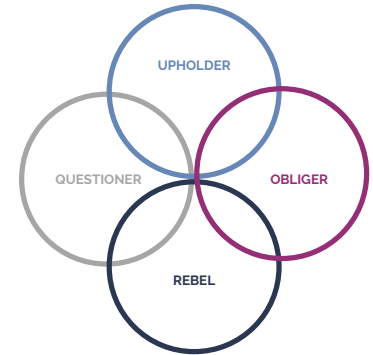
By asking the one simple question, "How do I respond to expectations?" we gain insight into ourselves. And when we know how other people respond to expectations, we understand them far more effectively, as well.

We all face two kinds of expectations—outer expectations (meet work deadlines, answer a request from a friend) and inner expectations (keep a New Year's resolution, start meditating). Our response to expectations determines our "Tendency"—that is, whether we fit into the category of Upholder, Questioner, Obliger, or Rebel.

Knowing our Tendency can help us set up situations in the ways that make it more likely that we'll achieve our aims. We can make better decisions, meet deadlines, meet our promises to ourselves, suffer less stress, and engage more deeply with others.

In a nutshell, to persuade someone to follow a certain course, remember:

- **Upholders** want to know what should be done.
- **Questioners** want justifications.
- **Obligiers** need accountability
- **Rebels** want freedom to do something their own way.



UPHOLDERS

- They readily meet external and internal expectations
- They're self-directed, so they meet deadlines and take the initiative without much supervision
- They enjoy routine and may have trouble adjusting to a break in routine or sudden scheduling changes
- They hate to make mistakes, and because of that...
- They may become defensive when you suggest that they've dropped the ball or done something wrong
- They put a high value on follow-through. Don't tell them you're going to do something, and then not do it
- They may need to be reminded that, unlike them, others aren't necessarily comforted or energized by getting things done
- They may have trouble delegating responsibilities, because they suspect that others aren't dependable

KEY TO SUCCESS:

Set goals early and expect to be flexible when things don't go as planned.

QUESTIONERS

- They question all expectations; they meet an expectation only if they believe it's justified
- They put a high value on reason, research, and information
- They follow the advice of "authorities" only if they trust their expertise
- They follow their own judgment—sometimes when it flies in the face of experts who (allegedly) know more
- Their persistent questioning may make them seem uncooperative or defiant
- They hate anything arbitrary—anything like "Five garments to a fitting room"
- They may dislike being questioned themselves; they consider their actions carefully so they find it tiresome or even insulting to be asked to justify their decisions
- They may have trouble delegating decision-making, because they suspect that others don't have a sufficient basis for action

KEY TO SUCCESS:

Create a framework that allows you to balance research with action.

OBLIGERS

- They readily meet outer expectations, but struggle to meet inner expectations
- They put a high value on meeting commitments to others—"I'll do anything for a client/patient/family member"
- They require deadlines, oversight, monitoring, and other forms of accountability
- They may have trouble setting limits on others' demands
- They may be exploited by people who take advantage of them, and because of that . . .
- They may feel resentful and fall into Obliger-rebellion
- They may have trouble delegating, because they feel that some expectations attach to them personally
- They must have systems of external accountability in order to meet inner expectations

KEY TO SUCCESS:

Build in systems of outer accountability from the beginning

REBELS

- They resist both outer and inner expectations
- They put a high value on freedom, choice, self-expression, and authenticity
- If someone asks or tells them to do something, they're likely to resist, and because of that...
- Tap into their spirit of resistance: "I'll show you," "Watch me," "You can't make me," "You're not the boss of me"
- They may choose to act out of love, a sense of mission, belief in a cause
- They have trouble telling themselves what to do—even when it's something they want to do
- They may love to meet a challenge in their own way, in their own time
- They don't respond well to supervision, advice, directions, or routines, schedules, or doing repetitive tasks
- Remember - rebels can do anything they WANT to do. Choice is key.

KEY TO SUCCESS:

Create opportunities for choice and partner up with an Upholder or Obliger for balance

NOTES + RESOURCES:

- Take free Four Tendencies quiz online at www.quiz.gretchenrubin.com
- Online: www.gretchenrubin.com or @gretchenrubin
- Listen: Happier and Happier in Hollywood Podcasts
- Read: The Four Tendencies by Gretchen Rubin

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