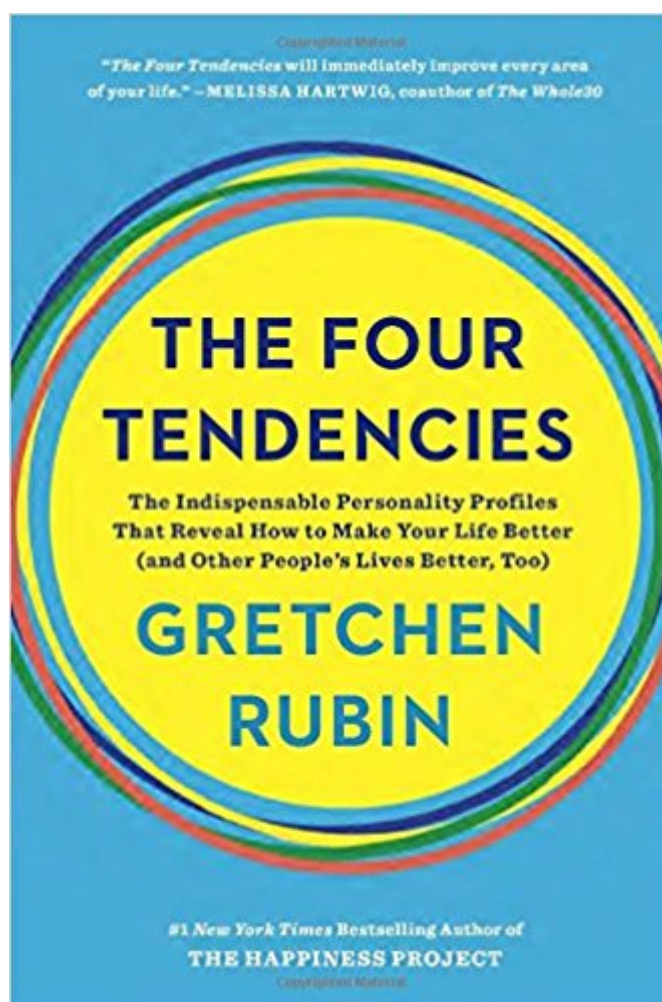


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The Four Tendencies: The Indispensable Personality Profiles That Reveal How To Make Your Life Better (and Other People's Lives Better, Too)





Synopsis

In this groundbreaking analysis of personality type, bestselling author of *Better Than Before* and *The Happiness Project* Gretchen Rubin reveals the one simple question that will transform what you do at home, at work, and in life. During her multibook investigation into understanding human nature, Gretchen Rubin realized that by asking the seemingly dry question "How do I respond to expectations?" we gain explosive self-knowledge. She discovered that based on their answer, people fit into Four Tendencies: Upholders, Questioners, Obligers, and Rebels. Our Tendency shapes every aspect of our behavior, so using this framework allows us to make better decisions, meet deadlines, suffer less stress, and engage more effectively. More than 600,000 people have taken her online quiz, and managers, doctors, teachers, spouses, and parents already use the framework to help people make significant, lasting change. The Four Tendencies hold practical answers if you've ever thought... People can rely on me, but I can't rely on myself. How can I help someone to follow good advice? People say I ask too many questions. How do I work with someone who refuses to do what I ask or who keeps telling me what to do? With sharp insight, compelling research, and hilarious examples, *The Four Tendencies* will help you get happier, healthier, more productive, and more creative. It's far easier to succeed when you know what works for you.

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Customer Reviews

"The Four Tendencies will immediately improve every area of your life" and I say this from personal experience. If you've been feeling stuck in your relationships, career, health, or

self-confidence, understanding your Tendency and how to make it work for you is the game-changer you've been looking for." • "Melissa Hartwig (Upholder), author and cocreator of *The Whole30* "The path to happiness starts with your personality. In *The Four Tendencies*, Gretchen Rubin upends the conventional wisdom of one prescription fitting all people and offers readers a tailored path to better health, relationships and well-being. A remarkable read from one of the most practical storytellers on the planet." • "Tom Rath (Questioner), author of *Are You Fully Charged?* and *StrengthsFinder 2.0* • "This Rebel can't help but agree with the crowd: you need to read *The Four Tendencies*! The online quiz is mega-popular for good reason, but the book will give you unexpected, lasting insights. You'll learn to make better decisions based on what works best for your specific personality profile" not what anyone else expects or demands." • "Chris Guillebeau (Rebel), author of *Side Hustle* and host of the podcast *Side Hustle School* • "The *Four Tendencies* is a remarkably well-crafted and insightful book. Gretchen Rubin taught me why, as a Rebel, my expectations often clash with others' expectations and helped me develop a more compassionate view. Better still, *The Four Tendencies* offers powerful steps that we can all take to have more constructive relationships with the people in our lives." • "Robert Sutton (Rebel), Stanford Professor and author of *The Asshole Survival Guide: How to Deal with People Who Treat You Like Dirt* • "The greatest predictor of growth and happiness is actionable self-knowledge. • Gretchen Rubin gives you the tools to not only understand yourself and others, but what to do with that knowledge. • Insightful, practical and crucial, *The Four Tendencies* will help you overcome the biggest impediments to your happiness and success." • "Shawn Achor (Upholder), author of *The Happiness Advantage* and *Before Happiness* • "Gretchen Rubin has discovered a new framework for understanding ourselves and other people. When we know our Tendency, we can manage ourselves more effectively and reach our goals faster" and we can help others to do that, as well. As a researcher who has studied habits, addiction, and change for 20 years, I'm excited by the simplicity and power of *The Four Tendencies* as a tool for anyone seeking to make his or her life better. I am implementing this in my clinical programs to help people understand their Tendencies so they can change behaviors such as stress and emotional eating." • "Judson Brewer, MD, PhD (Questioner), author of *The Craving Mind* and associate professor in medicine and psychiatry at the University of Massachusetts Medical School • "Gretchen Rubin's groundbreaking *Four Tendencies* framework is a simple yet deeply-researched and powerful tool that helps us better recognize our own nature, harness its strengths, and counteract its weaknesses. With her trademark wit and insight, Gretchen gives us the tools to create the life we want, in a way that's right for us." • The surprising thing? Once you know about these four types,

you see them everywhere. • "Susan David, PhD, (Upholder), cofounder of the Institute of Coaching and author of Emotional Agility • If you want to change anything in your life, you need Gretchen Rubin. Her ideas are original, instinctive and revolutionary. Whether you want to get fitter, work smarter or be tidier, she shows you how to tweak your habits (almost) effortlessly. This Rebel sleeps better, deletes more email, is three stone lighter and forever in her debt. • "Viv Groskop (Rebel), journalist and comedian "I love Gretchen Rubin" and she helps me understand both myself and the people around me." • "Cathy Rentzenbrink (Obliger), author of The Last Act of Love

Gretchen Rubin is one of the most thought-provoking and influential writers on the linked subjects of habits, happiness, and human nature. She's the author of many books, including the blockbuster New York Times bestsellers, *Better Than Before* and *The Happiness Project*. A member of Oprah's SuperSoul 100, Rubin has an enormous following, in print and online; her books have sold more than two million copies worldwide, in more than thirty-five languages, and on her popular daily blog, gretchenrubin.com, she reports on her adventures in pursuit of habits and happiness. She also has a highly ranked, award-winning podcast, *Happier with Gretchen Rubin*. Rubin started her career in law, and was clerking for Justice Sandra Day O'Connor when she realized she wanted to be a writer. She lives in New York City with her husband and two daughters.

When I saw advertised on *The Four Tendencies: The Indispensable Personality Profiles That Reveal How to Make Your Life Better (and Other People's Lives Better, Too)* I said yes, send it along. I'm guessing that like me, many readers would like to know how to make life better! Will Gretchen Rubin, our author, deliver on her promise? For some people, a qualified yes. They will see themselves and others well described in this book and think about things they might do to be more effective in accomplishing their goals and objectives at home and at work. Gretchen begins her book with a test we need to take to identify our most important Tendency: Upholder, Obliger, Rebel, and Questioner. Gretchen tells us: "You are the best judge of yourself. If you believe that a different Tendency describes you better, trust yourself." I took the test and the results told me that I am a Questioner. This result is reasonably accurate, but like the good questioner that I am, I question the validity of Gretchen's test. Is it reliable, valid, independent, and comprehensive? The answer is no, the test is not reliable, valid, independent, and comprehensive. We need to do just what Gretchen says; that is, look at the descriptions of each Tendency and decide for ourselves what Tendency describes us best. Does the fact that her test is not valid mean

that Gretchen Spreitzer's book is useless? Not at all. Many readers are going to enjoy Gretchen Spreitzer's relaxed and breezy style of writing as she talks about our Tendencies and how they affect our interactions with people at home and at work. Her book is often a fun read. Her book may not qualify as science, but her observations about people are often valid. She says about me that I put a high value on reason, research, and information. Absolutely! Also, she tells me that I make decisions based on information and reason. Right again. She goes on to say that as a Questioner I hate anything arbitrary. Well, hate is too strong a word, but by and large she is correct. Gretchen described me well and I think many other people who read her book are going to agree that one of her Tendencies is going to accurately describe the way they behave with people at home and at work. Most self-help books and self-help tests don't qualify as science. Even a famous test like the Myers-Briggs Type Indicator (MBTI) has received much criticism from scientists. That criticism does not stop more than 2.5 million people from taking this test every year. We should be guided by science, but not ruled by it, at least in my opinion. Remember, as a Questioner I even question some of the results science gives us, particularly when these results come from our doctors. My doctor tells me that science tells him that taking supplements like glucosamine for knee pain is useless. I question his findings; my glucosamine supplement definitely helps my knees. My doctor tells me it is all in my head. I tell him my head is not a bad place to start if my head helps relieve the pain in my knees. Gretchen Spreitzer's test for the four Tendencies may not be valid according to strict scientific standards, but much of her advice and counsel is valid, at least for me. Additionally, Gretchen invites readers to participate in her blogs and web site. She wants to open up communication with as many readers as are interested in communicating with her and other like-minded people. Her book will provide all the particulars readers need to hook up with her. Recommended for readers of self-help books with noted reservations.

Like most self-help books, this one over-promises. Although this book may help you understand others whose motivations are different than yours, I'm not sure that reading it will make your life better and other people's lives better, too. What it will do is make you more aware of your own and possibly others' motivations. The author divides people into four types: upholder, obliger, questioner, and rebel. Although everyone is supposed to belong to one category, she admits there is some overlap between tendencies, but usually between certain tendencies rather than others. (There is a test to help you identify your own tendency and quick questions you can ask to help you identify others' tendencies.) For each tendency she deals first with information on understanding the

type and then with how to deal with the type. She also addresses how the tendencies relate to each other and how best to talk to each tendency to get the desired result. There is definitely food for thought here, but I didn't have an "aha!" moment while reading this book. To me it seemed to me that the tendencies applied to people in different situations rather than as a bedrock piece of their personality. For example, my family members could be sorted into different tendencies, but every one of them will obey the rules just like an "upholder": we all wait in line, pick up after our dogs, file taxes on time, never get in express lines when we have more items than allowed, etc.. When we bought a membership to the dog park I sat outside with my daughter, who was too young to be allowed inside according to the dog park rules. I did this even though there was no one to check her age and she looked old enough and would turn the appropriate age within a few months. Why did I do this? Because I wanted to emphasize that when you are a member of society the rules always apply to you, and you don't get to rewrite them. My tendency according to the author's system? Rebel or maybe questioner, but definitely not an upholder. I did find this book to be an excellent conversation starter. My sister, an upholder, and I had some spirited discussions on how we treat social invitations. She immediately responds and puts it in her calendar. I look for the date on which a reply must be made and make a note to reply by that time (and I do so). She thinks it's nuts not to do it her way, and I don't see any reason to rush the decision when so many things can potentially change my answer. Or we discussed how we react if we see a detailed list of chores posted at someone else's home. She had no reaction, but I would think "glad I don't live here." My conclusion is that it's well worth reading, if not entirely worth believing. There is an app listed, too, but I have not tested it.

I have always enjoyed Gretchen Rubin's writing. I first encountered her four tendencies in her earlier book, "Better than Before," and found her insights about personality in general and human quirkiness in particular to be helpful. Overall, I find the idea of the four tendencies (referred to in the book with capital letters) compelling, with some reservations: (1) Though I definitely fall into one category with a second one kind of mixed in, I see aspects of the others in myself at different times and in predictable situations. (2) At times, Rubin seems to take these ideas to extremes. Should a cop take into account someone's tendency when taking them into custody? Is it true that people act in accordance with their tendencies because they can't help acting otherwise? (until they gain an understanding of this whole system) (3) Can I have one leading tendency and also have aspects of one that doesn't intersect with it on the diagram given in the book? and (4) Can I be, say, an Upholder and not be an aggressive, overly ambitious person? etc. Most of these questions came up

in the second half of the book; in fact, I most enjoyed the first half, and found the writing clear, upbeat, informative and fun to read. Like so many other self-help books that invite us to define ourselves in categories, this one just takes a good idea and overworks it a bit. Still, it offers yet another way to think about and address human nature. Looking forward for more enjoyable writing from Gretchen Rubin.

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