



The Keirsey Temperament Sorter® II Corporate Temperament Report

Report prepared for: **John Doe**

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Name: John Doe

Temperament: Artisan™
Type: Promoter (ESTP)

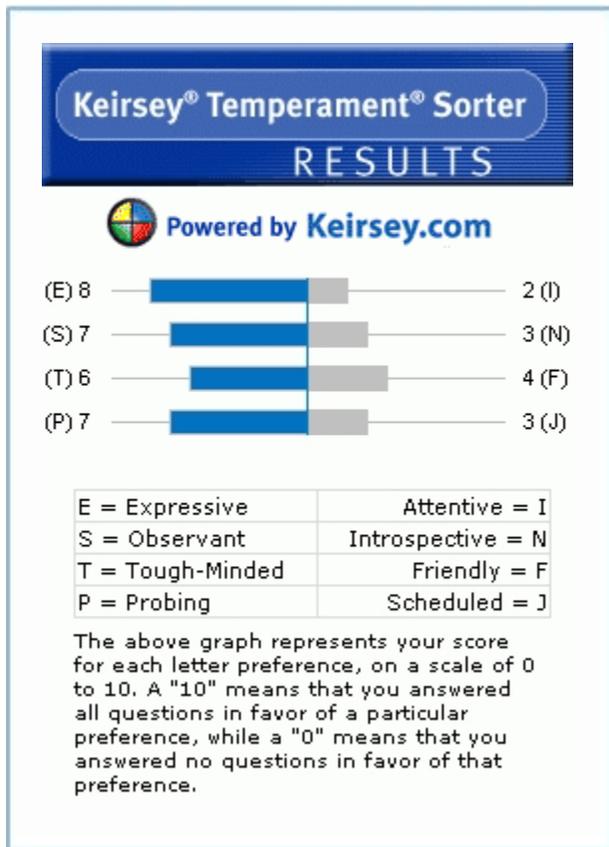
In a world filled with unique individuals, when it comes to personality there are only four different temperaments and sixteen types of people. Understanding these personality types and mastering your own can be the keys to achieving your goals.

Your temperament is the Artisan (SP). There are many Artisans, perhaps 30 to 35 percent of the population. This is a lucky thing for the rest of us, because Artisans create much of the beauty, grace, fun, and excitement in life. Your particular personality type, the Promoter (ESTP), makes up 7 to 8 percent of the total population.

This report is designed to help you understand how the needs and preferences of your temperament shape who you are and how you behave. Based on more than 50 years of research by Dr. David W. Keirsey, the Keirsey Temperament Sorter-II has been completed by millions of people worldwide.

| Artisan | Guardian | Rational | Idealist |
|------------------|-------------------|---------------------|------------------|
| Promoter (ESTP) | Supervisor (ESTJ) | Fieldmarshal (ENTJ) | Teacher (ENFJ) |
| Crafter (ISTP) | Inspector (ISTJ) | Mastermind (INTJ) | Counselor (INFJ) |
| Performer (ESFP) | Provider (ESFJ) | Inventor (ENTP) | Champion (ENFP) |
| Composer (ISFP) | Protector (ISFJ) | Architect (INTP) | Healer (INFP) |

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About Your Artisan Temperament

There are four types of Artisans (SPs): Promoters, Crafters, Performers, and Composers. These four personality types share several core characteristics. Firstly, Artisans are fun loving, optimistic people focused on the here and now.

Artisans are typically bold, spontaneous individuals who trust their impulses to lead them forward into life's adventures. Members of this group don't simply want to walk through the world. They want to make a real splash. As a result, Artisans are typically pretty memorable people. Excitable and often unconventional, Artisans seek out the stimulation of new experiences more than others do. They want to try -- and even master -- the great variety of activities that life has to offer. In their personal lives, upbeat, curious natures can make Artisans playful mates and creative parents. Professionally, their combination of realism and risk-taking can make these individuals troubleshooting leaders. Overall, Artisans prize the kind of freedom that allows them to live for the moment and seize the day.

The Four Types of Artisans Are:

- **Promoter (ESTP)**
- **Crafter (ISTP)**
- **Performer (ESFP)**
- **Composer (ISFP)**

All Artisans share the following core characteristics:

- Artisans tend to be fun-loving, optimistic, realistic, and focused on the here and now.
- Artisans pride themselves on being unconventional, bold, and spontaneous.
- Artisans make playful mates, creative parents, and troubleshooting leaders.
- Artisans are excitable, trust their impulses, want to make a splash, seek stimulation, prize freedom, and dream of mastering action skills.

An Overview of the Other Three Temperaments

Guardians are the cornerstones of society, for they are the temperament given to serving and preserving our most important social institutions. Guardians have natural talent in managing goods and services -- from supervision to maintenance and supply -- and they use all their skills to keep things running smoothly in their families, communities, schools, churches, hospitals, and businesses.

Idealists, as a temperament, are passionately concerned with personal growth and development. Idealists strive to discover who they are and how they can become their best possible self -- always this quest for self-knowledge and self-improvement drives their imagination. They want to help others make the journey as well. Idealists are naturally drawn to working with people, and whether in education or counseling, in social services or personnel work, in journalism or the ministry, they are gifted at helping others find their way in life, often inspiring them to grow as individuals and fulfill their potentials.

Rationals are the problem solving temperament, particularly if the problem has to do with the many complex systems that make up the world around us. Rationals might tackle problems in organic systems such as plants and animals, in mechanical systems such as railroads and computers, or in social systems such as families, companies and governments. Whatever systems fire their curiosity, Rationals will analyze them to understand how they work, so they can then figure out how to make them work better.

Temperament, Leadership, and Talent

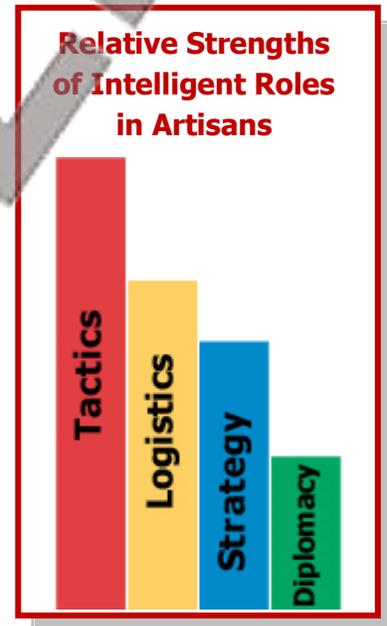
The job of leaders is to motivate their people to execute plans that achieve the goals of the organization. Those who lead well are able to take into account different talents and intelligences -- both their own and those of their team members -- and match those talents to the task at hand.

What Is the Relationship Between Temperament and Talent?

The four temperament styles match up consistently with four general types of intelligent roles: Tactical, Logistical, Diplomatic, and Strategic. The four connections between temperament and intelligent roles are as follows:

- **Guardian - Logistical**
- **Artisan - Tactical**
- **Idealist - Diplomatic**
- **Rational - Strategic**

An individual's innate type of intelligent role is determined by temperament; however, the degree of skill in that role is determined by practice. Leaders who study temperament and talent can achieve higher results and productivity by recognizing and developing the natural talents of their team members. The best policy for a leader of any temperament is to look for the best intelligence and talent match and put it to work where it is most effective.



Guardians are at their best when they can use their **logistical** skills to ensure that the proper equipment is in the proper place at the proper time. They are most comfortable when following step-by-step procedures and fulfilling their place within the hierarchy. Guardians and their logistical skills are valuable since if supplies are not available when needed or if critical procedures are not followed, any company can run into difficulty.

Artisans are best when they can use their **tactical** skills that enable them to look at resources available in the moment and make the most of them. They are unusually skilled in being able to react quickly in emergencies. Artisans are most comfortable working in the moment without an excess of constraints or red tape. Tacticians are valuable since they can quickly react to changes in circumstances.

Idealists do their best work when they can use their **diplomatic** skills to communicate with others. They are particularly gifted in helping others perceive how valuable they are and how their gifts can best be applied within a company's workforce. With their ability to envision future possibilities for people, they encourage all to learn new skills. They act as the oil that keeps teams working harmoniously and efficiently together.

Rationals use their **strategic** skills in envisioning and setting long-term goals and milestones for meeting objectives. For Rationals, everything is part of a system. Making things work is a



matter of understanding the strategic impact of each part of the system and manipulating them accordingly. The rarest of all gifts, the ability to think in the long-term and create new possibilities is particularly valuable in business.

Motivation and Appreciation

A leader's success is not only measured by how successful they are in getting their teams to reach goals, but also by how they can attract and keep followers. It's important to keep in mind that team members will do what a leader requests, primarily from a desire to please the leader, but also from their desire to contribute. They will also work more enthusiastically if they can work on projects that excite them or in ways that tap into their natural skill sets.

Regardless of the temperament type, team members all want appreciation from the person in charge. Compensation and job satisfaction are important, but employees want their contributions to be appreciated. And the greater the contribution, the greater the desire for appreciation.

When a leader can match talent to task, then employees feel satisfaction in their accomplishments and contributions. A wise leader will identify and appreciate the four intelligent roles in their team members, as well as recognize the strengths and weaknesses in their own style of leadership.

About Your Artisan (Tactical) Style of Leadership

Because of their tactical maneuverability, Artisan leaders are good at responding to crises, untangling snarls, and negotiating deals. Because of these natural talents, they can be called Troubleshooters, but other names which capture their style are Beachmasters and Negotiators. People of this Temperament often have an urge for expedience -- they will do whatever is needed to solve a problem, now.

Some large corporations make efficient use of the talents of this group when they acquire another company. The corporation will send in an Artisan Troubleshooter to take over the smaller company, with directions to implement the takeover. The Troubleshooter is empowered with the authority to do whatever has to be done to make this new acquisition successful, whether it's acquiring personnel, patents, securities, or tax write-offs. And this can happen rather quickly, for these Artisans are good at convincing others to cooperate with them and with each other. More than likely it's the Troubleshooters' air of certainty and self-confidence that causes others to go along with their directions. Artisans like to take bold, sweeping actions, and this can energize their followers to climb on board. If these kinds of leaders experience self-doubt, they do not transmit it to those around them.

This confidence seems to stem from the Artisan's strong sense of reality. Artisans are more present to reality than the other temperaments, and this gives them a big advantage when dealing with people. Other Temperaments often tend to see situations or problems through many filters, such as following proper procedures or customs, or through personal sympathies and the need to be liked, all of which obscure a clear view of what is right in front of them.

Artisan Negotiators wear none of these lenses. They go into a difficult situation with a sharp



eye for opportunity. They are not saddled with rules and regulations, with policies and commitments, or with personal cares about old relationships. To Artisans, everything and everybody is negotiable, and they consider nothing on either side as sacred or untouchable.

Artisans are also the best of all the types when it comes to improvising survival tactics. Consider the military beachmasters, the leaders who go in with the second wave of an amphibious landing. With all the men and material on the beach, the beachmaster has but one objective -- to get the soldiers off the sand and safely into the bushes, and he has absolute authority to accomplish this task. No one can say a word to the beachmaster about what goes and what stays. Beachmasters have to have a split-second sense of timing, an overwhelming sense of what is right here, right now, and can instantly decide what has to be pushed into the ditch, into the sea, or under the ground. When a commander needs a beachmaster, he does not send in someone who is laden with traditions and the rules of warfare, or who is acutely aware of the future, or the penalties of failure, or who is overly concerned with the threat of death. Survival is the issue. Of course, the beachmaster brand of leadership is not restricted to war. This type is outstanding in rising to the occasion or crisis management.

The Promoter As a Leader

Promoters are action-oriented and enjoy talking. You're likely to hear Promoters telling jokes around the office. They may have little sympathy for the too-dependent employee who they will see as a weakling. Promoters can be very persuasive in negotiations and can talk themselves into or out of almost anything. They prefer employees who can just get going on their own tasks and don't need a lot of direction. They are usually blunt and direct in their communication. When they give one of their infrequent orders, they expect the employee(s) will act on those orders quickly and efficiently. While they don't say "Jump!", that's what they mean. Communications with this type of leader are usually verbal and then followed up by writing. They want facts, not feelings.

Artisan Promoter Leadership Traits:

Promoters are apt to:

- be action-oriented, make an impact on the organization, and mobilize their employees to quickly respond to any crisis.
- be pragmatic, expedient and do whatever it takes to get the job done with minimal interference from any external system.
- want the work environment to seem exciting and to have variety and expect employees to appreciate the same.
- allow employees a lot of freedom, but expect them to jump when they see a crisis to overcome.
- expect employees to show initiative, solve problems, and not shy away from challenges.
- have low tolerance for the too-dependent or too-emotional employee.
- be direct in their communication and at times be seen as blunt or lacking tact.



Being a Promoter

Of all the Artisans, Promoters are known for being the most persuasive and winning. As a result, you're likely the kind of individual who is able to dream up a venture or scheme and then talk perfect strangers into going along with it. In a sense, Promoters like you handle people with much the same skill as a craftsman handles his tools.

About You:

You are apt to:

- pride yourself on being able to quickly respond to emergencies.
- be able to solve problems at high speed and make split-second decisions.
- want people to communicate logically and quickly.
- be direct in your communication and at times be seen as blunt or lacking tact.
- like grabbing new opportunities and having a lot of variety in your job.
- want to have an impact on co-workers, projects, and the company.
- be skilled in promotion and negotiating.

Life is never dull around a Promoter like you. By and large, you're a person of action. As a result, when you're around, things usually begin to happen: the lights come on, the music plays, the games begin. Often clever and full of fun, you're the kind who lives your life with a theatrical flourish that makes even the most routine events seem exciting -- although, as a Promoter, you probably don't like to spend much of your time on routine events.

In work and in play you're apt to almost constantly seek out new activities and challenges. You can be bold and daring at heart, the type of person who is ever optimistic that things will go your way. As a result, you may be willing to take tremendous risks to get what you want. You can even feel exhilarated walking on the edge of situations most people would consider disasters. Because of this courage you can make a great administrator or negotiator in difficult situations. You also have what it takes to be an outstanding entrepreneur. Promoters like you are often able to swing deals and kick-start enterprises in a way no other type can.

A bit of a *bon vivant*, you likely have a hearty appetite for the finer things in life. Whether this means appreciating the best food and wine, expensive cars, or fashionable clothes, you have more discerning tastes than many do. You also come from a type that can be extremely sophisticated in social circles. Knowing a great many people by name and knowing just the right thing to say to most everyone you meet is likely one of your trademarks.



Things You're Good At:

- You can be extraordinarily resourceful; you pull in the people and things you need to get what you want.
- You read people's agendas well and aren't distracted by their expressed intent.
- You are a superb troubleshooter.
- You act with extreme confidence and don't agonize over choices.
- You can predict people's future actions from their past and current behavior.
- You enjoy initiating and promoting projects.
- You adapt well to change and emergencies.

At one time or another, others have probably described you as charming, confident, and popular. Promoters are known for being able to delight everyone from close friends to business investors with an endless supply of stories and jokes. At the same time, these smooth operators are usually something of a mystery to others. Although you usually live in the moment and bring excitement and unpredictability to your relationships, it's probably a rare thing when anyone gets really close to you. You can have a low tolerance for both authority and commitment. You're more likely to leave situations where you're expected to toe the mark. Most Promoters seem to understand the maxim, "He who travels fastest, travels alone." However, as one who is so outgoing and persuasive, you're not likely to be lonely for long. Your sense of boldness and adventure makes you highly attractive to others.

Things to Be Aware Of:

- You may be perceived as ruthless or manipulative in some situations.
- In static environments, you may cause trouble to make something for yourself to do.
- You can be so motivated to win that you overlook such things as other people's feelings or the ultimate objective of your company.
- Your boldness may cause trouble for you in formal, protocol-driven situations.
- You have a tendency to be blunt or insensitive.
- Making evaluations and value judgments can be difficult for you.
- You may neglect to develop supportive friendships in your field or workplace.

Famous Promoters

Did you know that President Franklin D. Roosevelt, Madonna, Mohammad Ali, and Diego Rivera are Promoters too? It's not so surprising when you think about it.



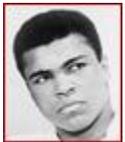
FDR was a charismatic leader known for his uncanny ability to promote his political agenda. The regular radio broadcasts of his "Fireside Chats" and his smooth way of handling the press are just a couple examples of this Promoter's skills. He is the only person to ever be elected for more than two terms as U.S. President.

Famous Promoters:

- **Franklin D. Roosevelt**
- **Madonna**
- **Mohammad Ali**
- **Diego Rivera**



As a musical artist and cultural icon, Madonna is known for reinventing herself time and again. Her innate sixth sense for knowing what the public wants and giving it to them makes her another Promoter of the highest order. She is ranked by the Recording Industry Association of America as the best-selling female rock artist of the twentieth century.



Known as "The Greatest" (a title he bestowed on himself), Mohammad Ali was a three-time World Heavyweight Champion boxer. Ali's colorful persona and nonstop *braggadocio* made him one of the best known personalities of his era, and the promotion of his title fights caught the imagination and attention of a public far larger than just boxing fans. In 1993, the Associated Press reported a study that showed that Ali was tied with Babe Ruth as the most recognized athletes in America.



Diego Rivera was a world-famous Mexican painter, an active Communist, husband of the equally fiery Frida Kahlo, and friend of Leon Trotsky. Rivera's large wall works in fresco helped establish the Mexican Mural Renaissance. Between 1922 and 1953, Rivera painted murals in Mexico City, Chapingo, Cuernavaca, San Francisco, Detroit, and New York City.



Promoters and the Work Environment

Promoters are stressed by workplaces where their creativity is stifled by a job that acts like a straightjacket, where their solutions to problems are ignored in favor of cumbersome plans and procedures, or where the camaraderie they love is lacking.

Promoters live fully in the realm of the real. They have an extraordinary memory for facts and details, as well as superior powers of observation. Ideally, they have work that makes use of their vast databanks of impressions. Promoters are excited by the possibility of capitalizing on opportunities that others don't perceive and applying information to present or emergent challenges. They don't have much motivation for pursuing intangible goals and visions, except as those goals present themselves as events to which they can respond now.

Like other Artisans, Promoters are wired to seize freedom and spontaneity. They hunger for the liberty to act on their impulses, to play, and to create. Artisans thrive in "action" occupations -- those that involve precision, endurance, strength, boldness, and timing.

Your Ideal Work Environment:

- Contains a lot of action and lets you respond to your impulses and hunches.
- Brings excitement and adventure to your life.
- Lets you make an impact.
- Allows you to compete based on your merits.
- Lets you fix problems on the spot.
- Lets you use your keen powers of observation and memory.
- Offers a lot of unplanned situations.

Tips to Help You Find the Right Workplace

- Seek out an active, informal environment where you are judged by what you contribute, not your role.
- Success for you equals making your mark on the strength of your own bold actions.
- Don't underestimate the value of life experience you picked up beyond the parameters of formal schooling or paid work.

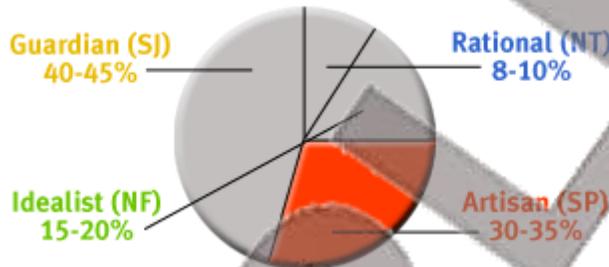
Artisans like variety and may prefer being free agents who move from project to project, or they may work in unconventional settings where the hours and duties are not so predictable. With their concrete, pragmatic sense of their own needs and of what it means to be productive, they like to know that their efforts will be affirmed by rewards and benefits they can use. Freedom of movement, literally and figuratively, is important to Artisans. Our surveys have shown Artisans are more interested in telecommuting than the other temperaments. The sedentary lifestyle and routines of an office can be stressful for them, so they seek ways to create more eventful lives. Telecommuting a day or two a week can provide a rejuvenating change of scenery.



At Work with the Four Temperaments

At Work with Artisans

Artisans (SPs) are wired to seize freedom and spontaneity. They hunger for the liberty to act on their impulses, to play, and to create. They make up about 30 to 35% of the population.



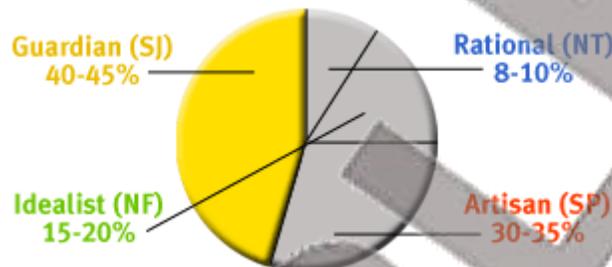
In business, Artisans are crisis managers and troubleshooters. They can be experts at solving problems and doing what is necessary, whether they are expressly permitted to or not. They are practical, resourceful, flexible, and risk-taking individuals. Co-workers are apt to enjoy their creativity and verbal wit but may perceive Artisans as indecisive or even as troublemakers.

[If Your Boss Is an Artisan:](#) Since you are both Artisans, you'll find that you and your boss have a lot in common. You both value freedom and excitement. You're good at dealing with crises and think rules were meant to be tweaked and stretched. You both generally enjoy harmless practical jokes. Competition is a real motivator. Your boss is unlikely to demand a lot of meticulous time-consuming work. Since your boss is likely to wait until close to the deadline to start real work, you can't depend on them to keep you on schedule. Make sure your last minute isn't too late.

[If You Supervise Artisan Employees:](#) You and your employee both enjoy excitement, adrenaline highs, and pulling off the impossible. However, you and your employee probably specialize in different areas of risk-taking. It may take some ingenuity on your part to find a place for their preferred risk-taking abilities. Sometimes when Artisans become bosses their personalities shift, and they act more like Guardians with many rules and expectations. When this happens, Artisan employees are apt to delight in pulling a fast one as they see how much they can get away with. Allowing some time to play with the employee, even in competitive sports, will often help with this problem.

At Work with Guardians

Guardians (SJs) are wired to seek belonging to a group or community. They often stabilize relationships and institutions through their responsible, conventional behavior. They make up about 40 to 45% of the population.



At work, Guardians tend to be administrators and managers. They can be experts at doing what needs to be done in the manner it must be done. They are dependable, accountable, realistic, and service-oriented. Co-workers likely appreciate their desire to belong and contribute but may perceive Guardians as being either slave drivers or sticks-in-the-mud.

If Your Boss Is a Guardian: You'll find that your boss is generally predictable and perhaps a bit boring. They are likely to have many very specific rules and procedures about how things are supposed to be done. If you openly do not follow these rules, you are likely to be viewed as insubordinate. Sometimes it is easier to get forgiveness than permission. Just be sure you have a good explanation that shows respect for your boss, and don't do it too often. Your ability to make do, handle crises, and remain optimistic will be appreciated by your boss.

If You Supervise Guardian Employees: You'll find your Guardian employees will generally be dependable, responsible, and responsive to your authority. They are among the most likely employees to be loyal, to be willing to work hard without hogging the credit, and to follow through on commitments. In order to inspire them to their best work, you will need to know and do certain things. First, it is important to remember that your employees like to work steadily, finishing before the deadline, while your preference is to work off the adrenaline rush of a looming deadline. Avoid constantly pushing your employees into last minute rushes. Second, your Guardian employees find change stressful, even change that they want. They develop sets of procedures. Constant change means constantly reworking procedures, which is inefficient. Third, your employees work hard to contain and minimize risk, while you operate under the principle that you must risk big to win big. Be careful how much risk you require your Guardian employees to undertake. If you provide a reasonably predictable and stable environment for your employees, they are likely to reward you with consistent, quality work.

At Work with Idealists

Idealists (NFs) are wired to pursue personal growth, authenticity, and integrity. They can yearn both to develop fully as individuals and to facilitate growth in others. Idealists make up 15 to 20% of the population.



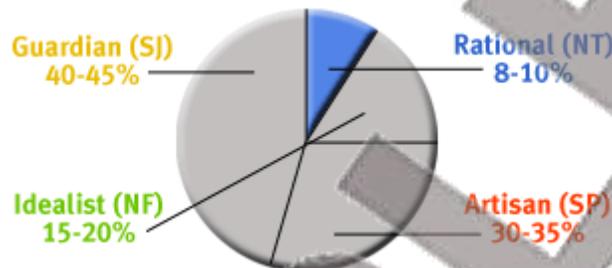
In work environments, Idealists are usually positive, helpful, and people-oriented. They can be experts at dealing with the human resource concerns of an organization, whether these issues are part of their job description or not. Idealists are warm, idealistic, caring individuals. Co-workers are apt to appreciate their authenticity and loyalty to the human side of the business but may perceive Idealists as not being effective enough or even as being flaky.

If Your Boss Is an Idealist: The biggest difference between you and your boss is in the area of competition. You generally find competitiveness to be motivating and fun, while your boss wants to avoid competition in favor of cooperation and working together. Your boss is concerned with the human resources of the department, while you are concerned with troubleshooting, fixing crises, and making things work. Your boss probably has a strong vision of how the department should be run. Understanding their vision will help you communicate and work more effectively with each other. Your boss will give you lots of freedom to be you and is also likely to give you plenty of praise.

If You Supervise Idealist Employees: You and your Idealist employees have two major differences. First, you like competition and are motivated by it, but your employees view competition as the enemy of group unity. However, they do like the idea of beating one's own records, such as Group A bettering themselves. Second, you live in the present, while your employees live in future possibilities. They see potential in people that others can't. If you tap into that, you can solve crises in ways that avoid future disasters. Your Idealist employees' ability to read body language, tone of voice, and other subtle cues is probably so finely honed that they can seem to be mind reading. It is important to remember that your employee is motivated by praise and can be easily discouraged by criticism, even if it is kindly meant.

At Work with Rationals

Rationals (NTs) are wired to acquire competence and intelligence. Ordinarily they strive to learn, know, predict, and control the resources and ideas in their environment. They make up a little less than 10% of the population.



In the workplace, Rationals are often the researchers and strategists. They can be experts at conceptualizing and seeing the big picture, as well as architecting and implementing the necessary systems. They are logical, precise, independent individuals who usually are responsive to new ideas. Co-workers often appreciate their ingenuity and competence but may perceive Rationals as being impersonal and not good with follow-through.

If Your Boss Is a Rational: You'll find that your boss lives in a world of ideas while you live in a world of action. But you both have a pragmatic outlook. What works takes precedence over the right or good way. You both have a competitive edge as well. Your boss is likely to give you a lot of freedom. In fact, it may be too much freedom. You will need to be very self-motivated or else you will need to make yourself part of a group so that the group can help you pace yourself. You are not likely to get many positive strokes from your boss. In fact, they are likely to show that they are pleased with your work by being very critical to encourage improvement or by giving you an even more difficult challenge.

If You Supervise Rational Employees: You and your Rational employees share a pragmatic view of the world -- what works is what's good. You both view rules as guidelines, reminding people of the ideal and meant for those who need structure or need to know exactly what to do. Your Rational employees probably enjoy some competition and are hard to offend unless you question their competence or expertise. The main difference between you is in time-focus. You live in the present, while your employees live for the eternal truths, the possibilities outside of time. They may wish to talk about their theories for hours on end. Listen when you can, and encourage them to develop a working (or at least a partially working) prototype, which will have more meaning for you.

What Each Letter Means

In the Keirsey Temperament Sorter-II, there are four question scales used to detect one's behavioral preferences. The scales are E-I, S-N, T-F, and J-P. No single letter should be taken as naming a "type" of person. For example, you should not label yourself or others as Expressives or E's. Each letter merely suggests stronger or weaker tendencies in a person's overall makeup, and the letters are not factors independent of each other. The pairs of letters indicate the following opposite qualities:

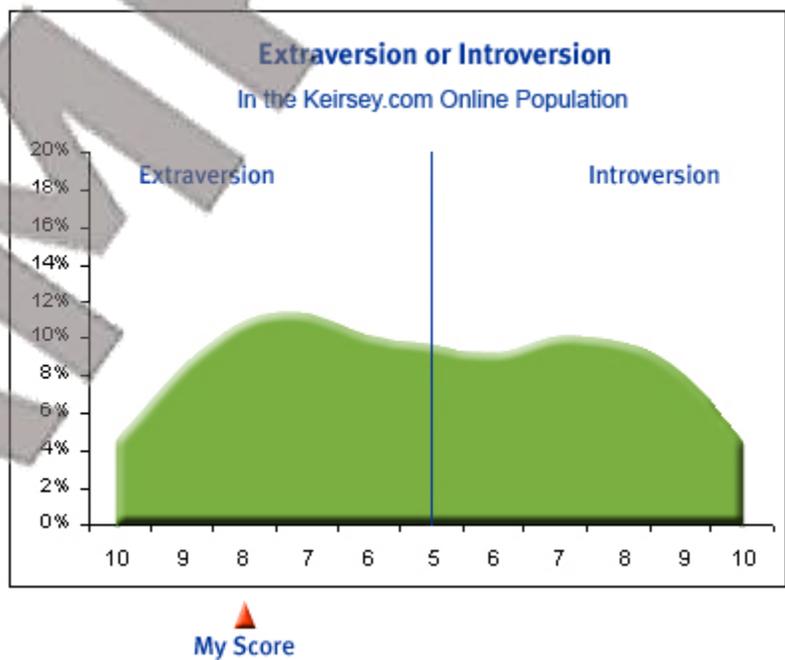
| | | | |
|----------|---------------------------------|----------|----------------------------------|
| E | Extraverted (Expressive) | I | Introverted (Attentive) |
| S | Sensing (Observant) | N | Intuitive (Introspective) |
| T | Thinking (Tough-Minded) | F | Feeling (Friendly) |
| J | Judging (Scheduled) | P | Perceiving (Probing) |

E/I Scale

The terms Extraversion (**E**) and Introversion (**I**) describe two vastly different social styles. People who score high in Extraversion on the Temperament Sorter tend to be gregarious and expressive; those scoring high in Introversion tend to be private and reserved.

People strong in Extraversion are typically more comfortable socializing with groups than being alone. They often report that they're energized by contact with other people. These individuals usually have a large circle of friends and are happy to approach others, even strangers, to talk. For people high in Extraversion, social banter is usually an easy and pleasant thing. Interaction is something that makes them feel alive. As a result, too much quiet and seclusion can actually exhaust such people. They tend to report feelings of loneliness or power drain when not in contact with others.

On the other hand, people prone to Introversion often seem more comfortable alone than in a crowd. They tend to draw energy from private, solitary activities, including reading, listening to music, and working by themselves on their latest project or favorite hobby. Introverts usually have a few, long-time friends and can remain in contact with larger groups only so long before their energies are depleted. If their job, family, or social responsibilities require them to be





outgoing or take center stage, they can soon become exhausted and need down time in quiet places to rest and recharge their batteries.

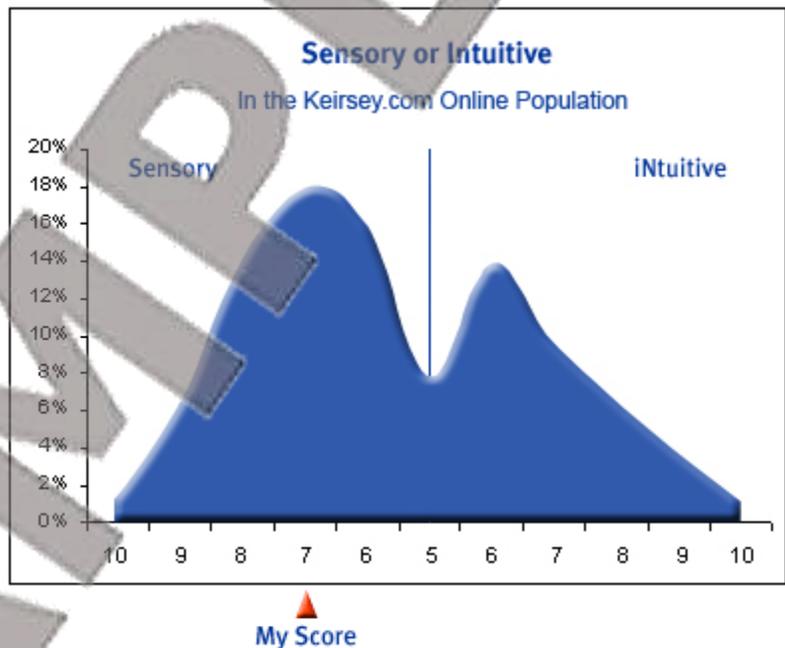
Remember, however, that no one is simply an Extravert or an Introvert. These terms are merely end points on the E-I scale, with most everyone falling somewhere in between. Most individuals embody a mixture of these two social styles. Also, different tasks or roles at work or in the family can bring out more Extraversion or Introversion in a person. This dimension of personality, more than the other three, is fluid and situational.

S/N Scale

The **Sensory/Intuitive (S-N)** scale on the Temperament Sorter differentiates between two distinct kinds of human focus. People with high Sensory scores pay more attention to what is going on outside themselves in the world of concrete things; people with high Intuitive scores pay more attention to what is going on inside themselves in the abstract world of ideas.

Sensory people make up the vast majority of the population -- upwards of 75%. These people seem more at home in the material world, where they spend their time looking after the business of everyday living: food and clothing, transportation and shelter, job and family, recreation and social life. With their eye on physical realities, they tend to see all the particulars of what is right in front of them. They typically focus on what's happening in the here and now or what has happened in the past, rather than speculating about future possibilities. These are practical, down-to-earth people who want facts, trust facts, and remember facts. They believe in common sense and usually trust that experience is the best teacher.

In contrast, people who are strongly Intuitive seem more at home in the abstract, conceptual world of ideas. Intuitive types deal in inferences, theories, daydreams, musings, speculations, and symbols -- things that can only be seen with the mind's eye. In fact, because they're so often focused on their internal world, these individuals can sometimes miss a great deal of what's going on around them. For highly Intuitive people, reality is not a solid, present thing, but is more a mental image or a stage of development toward some future ideal. The possible almost always looms large for Intuitive people: whatever "is" can be better. They can be fascinated by hypotheses and potentials. They are also often absorbed by their vivid and complex imaginations. The S-N scale measures the most fundamental of the four dimensions of





personality. It's the first cut, so to speak, in evaluating one's type.

However, this delineation doesn't mean that being Intuitive or Sensory is an either/or proposition. Intuitive individuals certainly turn outward at times and pay attention to the world at large; they're just far more inclined to become preoccupied with their own ideas. So, too, Sensory people do sometimes look inward to ponder and to dream. However, for the most part their flights of imagination lag well behind their real-world observations. Neither type can occupy both worlds at once, and each will usually show a clear preference for one over the other.

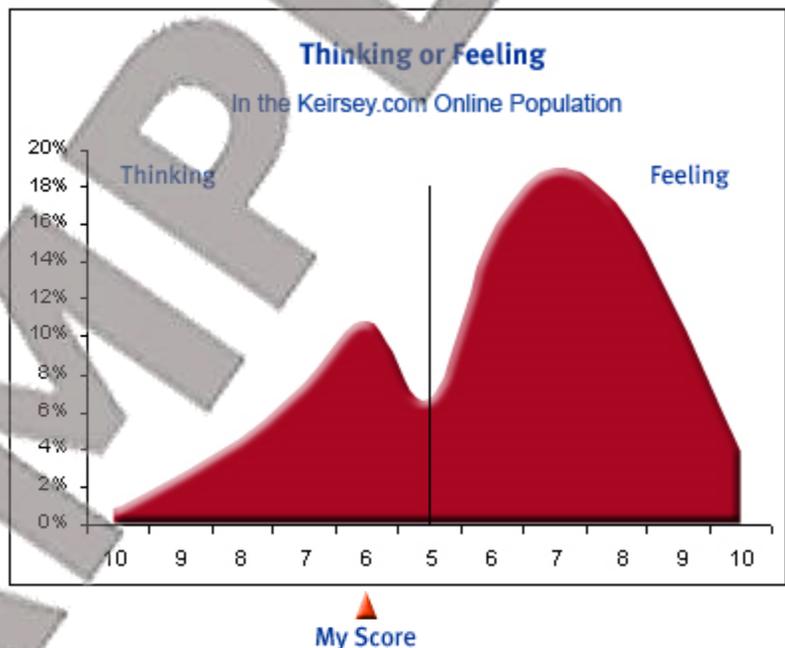
T/F Scale

The **Thinking/Feeling** (T-F) scale assesses how people govern themselves and make decisions. Everyone has both thoughts and feelings. However, those who score high on Thinking tend to use their heads more when making choices, while those scoring high on Feeling tend to follow their hearts.

People falling on the Thinking end of the scale tend to be more comfortable basing their actions on impersonal, objective factors. Thinking people can be critical and exacting, both with themselves and others. They're often convinced only by hard data and sound reasoning.

Individuals who score highly in Thinking tend to be frank and straightforward. They are the kind of people who are usually willing to speak their minds and stick to their guns, even if it causes conflict with others. They're known for being tough-minded in their decisions, preferring to keep emotions and desires out of the process as much as possible. Thinking types do have powerful feelings, but a strong show of emotion can embarrass them. As a result, they'll usually keep their feelings in check rather than appearing to lose self-control, even at the risk of seeming hard-nosed or cold.

In contrast, people on the Feeling end of the scale are typically more comfortable basing their actions on personal, emotional factors. When considering their course, this type will consult their feelings first and will almost always show concern for others. For the most part, these individuals are sympathetic and sentimental. As a result, they can often be swayed by powerful desire or a touching appeal. Feeling people tend to be softhearted when making decisions. They don't like to hurt anyone's feelings. It's not that Feeling individuals necessarily have more or deeper emotions than those on the Thinking end of the scale. They simply let their feelings show more easily. This tendency makes them seem warmer and friendlier, which in turn can give them an easier time getting along with others.





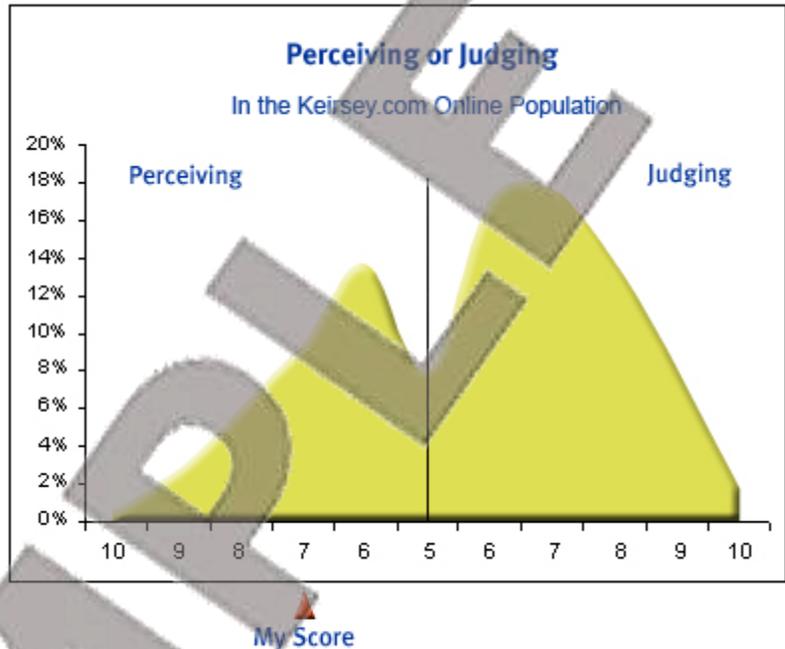
J/P Scale

The **J**udgment/**P**erception (J-P) scale measures how people process information and arrange their lives. Those who score high on Judgment tend to make up their mind quickly and commit to schedules, while those scoring high on Perception prefer to keep their options open and their timetables flexible.

People strong in Judgment waste no time forming opinions or drawing conclusions. They often report feeling a sense of urgency until a decision is made and can rest only after everything is settled. Closure and finality are important to these individuals, as is orderly procedure. As a result, they can be quick to make

schedules, agendas, or timetables for themselves and others to follow. People strong in Judgment will establish deadlines and take them seriously, expecting others will do the same. They're usually comfortable with routines and can be willing to do all sorts of maintenance and cleaning up after a task, feeling that these are necessary steps for a job's completion. For this type, neatness counts. They usually feel unhappy or unsettled when their personal space is a mess. Straightening things up is often near the top of their to-do list.

For their part, people given to Perception keep their eyes open to what's around them, gathering information and looking for opportunities and alternatives that might be available. They usually feel no hurry to nail things down or settle on a finished product. Instead, they tend to prefer exploring possibilities. These individuals are often playful and spontaneous in action. Schedules can make them feel hurried and over-controlled; they tend to look upon deadlines as mere reminders to get on with the job. Also, people high in Perception prefer their work to be enjoyable and meaningful. If a task of routine maintenance or clean up falls to them, they may balk at doing it or leave it to someone else. Easy-going, even somewhat impulsive, these people are usually quite tolerant of mess. Their personal spaces are often cluttered with an assortment of things they've picked up, used, then dropped and forgotten about.





Frequently Asked Questions

What Is Temperament?

There are two sides to personality: temperament and character. Temperament is a set of inclinations we are born with, while character is a set of habits we acquire as we grow and mature. Temperament is predisposition, hardwired in from birth; character is disposition, developed over a lifetime. Thus, those of the Artisan temperament are predisposed to impulsive action, those of the Guardian temperament to responsible service, those of the Idealist temperament to personal development, and those of the Rational temperament to objective analysis. Each type of person, unless blocked or deflected by an unfavorable environment, will develop the habits of character appropriate to his or her temperament.

Put another way, our brain is a sort of computer that has temperament for its hardware and character for its software. Our hardware is the physical base of our personality, placing on each of us an unmistakable temperament signature, some facets of which can be observed from a very early age. Our software, on the other hand, is made up of our individual experiences and social environment -- the forces around us that, with time and occasion, give shape to our individual character.

Thus temperament is the inborn form of human nature and character is the emergent form that develops through the interaction of temperament and environment. Personality, your unique personal style, is a combination of the two.

How Can the Temperament Sorter Help Me?

Fundamentally, the Temperament Sorter helps you to do two things: understand your own temperament and gain insight to other peoples.' Possessing this valuable knowledge of human nature can have a variety of far-reaching effects on your life.

In the work world, being savvy about your temperament can lead you to a clearer understanding of your natural role and functions within an organization. It can also help you better capitalize on your personal strengths to build your success. By comprehending your co-workers' temperaments and how each temperament relates, you can begin to master your interactions with supervisors and staff. In addition, being able to interpret others' innate styles can help you to meet their implicit expectations, as well as increase your own leadership abilities.

In your personal life, being knowledgeable about temperament can help you build strong, lasting ties with others. This is true because it aids you in anticipating your loved ones' needs and respecting their different ways of dealing with life. When you are responsive to others, you will naturally be looked upon as dependable, responsible, helpful, and empathetic. These are all wonderful qualities to bring to your personal relationships. In addition, coming to terms with your own temperament and innate tendencies can bring new levels of wisdom and self-knowledge to all of your interactions, as well as identify how your particular temperament impacts and influences others.