



The Keirsey Temperament Sorter® II Guide to Interacting With Your Employee

Report prepared for: **John Doe**

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Name: John Doe

Temperament: Artisan™

Type: Crafter (ISTP)

In a world filled with unique individuals, when it comes to personality there are only four different temperaments and sixteen types of people. However, even this relatively small number of types gives many different combinations of personalities when it comes to interacting within teams and many misunderstandings and communication problems occur – despite peoples’ best intentions – because of the differences in style between the different temperaments. Understanding the personality types of those around you, especially your employees, and mastering your own can be the keys to leading your team effectively.

Guardian (SJ) Your Employee	Idealist (NF)
Artisan (SP) YOU	Rational (NT)

Your temperament is the Artisan (SP). There are many Artisans, perhaps 30 to 35 percent of the population. Your employee is a Guardian (SJ). While Guardians make up as much as 45% of the population, they are even more prevalent in the corporate environment. In many large companies they make up as much as 60% or more of the population – so you are likely to have many Guardian employees over the course of your career.

This report is designed to help you, as a manager, better understand both your personality traits, and those of your employee – where they fit and facilitate communication, and where there are differences that may lead to miscommunication and even conflict.

Before you engage in an interaction with your employee, it is best to look at your own blind spots and be aware of your own needs. Next, review what you know about Guardian employees in general and then about your specific type of Guardian employee. Armed with this information, your interactions with your employee are likely to be more consistently smooth and productive.

Based on more than 50 years of research by Dr. David W. Keirsey, the Keirsey Temperament Sorter-II has helped millions of people worldwide better understand themselves and those around them.

Contents
About You; About Your Employee
• You: Artisan Crafter (ISTP)
• Your Employee: Guardian (SJ)
Communicating Information to a Guardian Employee
• Specific Situations
• Issues
Communicating Concerns to a Guardian Employee
• How and When to Deal With Bad News or Problems
• Specific Situations
Obtaining Information from a Guardian Employee
• How Guardians Communicate
• Specific Situations
Negotiating With a Guardian Employee
• How Guardians Negotiate
• Specific Situations



About You; About Your Guardian Employee

As an Artisan Crafter (ISTP) boss supervising a Guardian (SJ) employee, you'll find your employee 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 employee likes 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 employee into last minute rushes. Second, your employee finds change stressful, even change that they want. They develop sets of procedures. Constant change means constantly reworking procedures, which is inefficient. Third, your employee works 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 employee to undertake. If you provide a reasonably predictable and stable environment for your employee, they are likely to reward you with consistent, quality work.

About You (Artisan Crafter):

>> You are apt to:

- prefer leading when there are specific challenging problems to solve and the outcome is not known.
- be a problem-solver who is egalitarian, pragmatic and gets the job done with the least possible effort.
- want your employees to be motivated to create exceptionally effective outcomes in crisis times.
- prefer to leave employees unbound by traditional procedures so they can demonstrate their ingenuity.
- expect employees to tolerate your visible display of displeasure or impatience as a way of driving them to success.
- have low tolerance for employees who reply with, "Yes but..." since your personal code is to strive against all odds.
- communicate in a terse and to-the-point style and may seldom give praise.

About Your Guardian Employee:

>> Guardians tend to:

- expect everyone, including their bosses, to work cooperatively within the company culture.
- value punctuality and adherence to rules and regulations.
- focus on agreement and norms and value reality.
- prefer specific, factual information over hypotheses.
- dislike being overwhelmed with options, but prefer to be presented with a specific plan that is structured and sequential.
- want to be seen as doing their assigned tasks in a responsible manner.



Types of Guardian Employees

>> Guardian Supervisors (ESTJ):

Your Guardian Supervisor employee is likely to have a large network of people with whom they regularly communicate. When communicating with others their conversation often is aimed toward accomplishing objectives and at times they can seem overly blunt and rushing to make certain points. As a boss, when you communicate with this type of employee it is best to come to the point quickly and state the bottom line, then fill in the details. They usually want to hear only the critical elements, then they will devise their own process for achieving the objective. They thrive when given responsibility and opportunities to show their leadership qualities.

You and your Supervisor employee share a practical and logical outlook. You both prefer communication that is short and to the point. Your employee may start taking over since they are probably a natural leader. However, they usually respond well when told to back off, especially if you give them an area where they can take charge. Your employee probably has an extensive network of contacts they can call on when needed. They are likely to spend a fair amount of time developing and maintaining these contacts. When communicating with your employee, follow your natural inclination to stick to facts.

Hot Buttons for your Guardian Supervisor Employee are:

- Not being allowed to give input about objectives
- Few opportunities to show leadership
- Communication with others that is unclear or too emotional

>> Guardian Inspectors (ISTJ):

Inspectors are most likely to be found in their office and usually prefer to work alone and without interruption. Experts in finding errors or discrepancies, they spend time looking over details and are deeply embarrassed when their own work shows inaccuracies. They often start and end the day with a completely clean desk. They usually don't enjoy small talk and may give little information about their private lives. When giving directives to this type of employee, be sure that the directives are logical and concise. They need time to think over any suggestion. Their logical, sequential thinking may need a day or two to come up with what they see as an effective solution. Communication with this type of employee can be particularly effective when given in writing.

The Inspector employee is the Guardian most like you. Both of you like time to work alone, and you can both be very practical. However, their hyper-focus on details probably makes them look very different. They want to prevent crises while you look at the issue at hand, dealing with crises as they arise. You may feel that your employee worries too much, but listening to them can help you avoid unnecessary emergencies. Both you and your employee speak the language of logic, so you can discuss your views logically.

Hot Buttons for your Guardian Inspector Employee are:

- Being expected to work on a team that tolerates inaccurate and/or sloppy work
- Interruptions while they are working or speaking; lack of privacy
- Bosses and/or co-workers who do not live up to their word and honor their commitments



>> Guardian Providers (ESFJ):

Providers are likely to be seen as very friendly people who have many business contacts who are also friends. They tend to be very warm and prefer to ensure that everyone on their team has a place and feels comfortable. They have high skill in creating harmonious relationships which conform to the company's norm and will become blunt only if they are very angry. When giving an assignment to this type of employee, communication needs to be clear and factual. It is useful to ask their opinion about the impact on themselves and others since they may be aware of issues that the boss is not. This employee tends to prefer verbal communication as the first step, then written.

The Provider employee is the Guardian least like you. Your employee may be intimidated by you, viewing you as the strong, silent type. Providers like to make connections with others. If you spend some time in social chit-chat with them, they will feel much more comfortable with you. (You may wish to pick a topic you're comfortable with.) Your employee probably can take care of details for you as well as organize social events. When communicating with your employee, remember that logic is of limited usefulness. Focus on the practical effects, especially on people.

Hot Buttons for your Guardian Provider Employee are:

- Dis-harmony, pessimism, and negativity in the work group
- Bosses focused on impersonal long-range planning and who allow very little social contact inside and outside the group
- Having to work with or be around others who are cruel and publicly make fun of others

>> Guardian Protectors (ISFJ):

Company loyalty and personal loyalty are extremely important to the Protector employee. They value service above self and will do whatever it takes to get the job done. They like taking on practical tasks with clear purpose that allows for some autonomy. They care deeply about others but can become exhausted if deprived of private time so they can recharge their energies. They are likely to be quiet and work a great deal behind the scenes picking up other people's messes. Because of their selfless service, this type of employee can sometimes be taken for granted, and their boss would be well-advised to occasionally give them praise in a one-on-one, personal way. They usually prefer one-on-one conversations and demonstrations over written communication.

Both you and your Protector employee want autonomy and time to work alone. Allowing your employee freedom to create their own procedures is likely to produce a contented and loyal employee. You probably get along well with your employee unless you change things too often or come across as too harsh. Protectors see everyone as interdependent which is at odds with your desire for personal freedom. When communicating with your employee, show that you have considered the impact on people as well as the impact on the bottom line.

Hot Buttons for your Guardian Protector Employee are:

- Conflict with the boss or co-workers that is not resolved within a reasonable amount of time
- Overly harsh criticism without being accompanied by positive suggestions for improvement
- Bosses who are overpowering and who cannot see how conscientiously they are working for the common good



Communicating Information to a Guardian Employee

Giving information to your Guardian employee is most effective if you remember that they bring the wisdom of corporate memory to the table and you can get them to focus on solving today's problems by combining yesterday's wisdom with today's new ideas. Taking the time to understand each other can have big benefits so while you are giving information, be sure to also get information from them so you can be in alignment. In this way you can benefit from their accumulated wisdom and they can benefit from your fearlessness in solving new problems.

Specific Situations:

>> Giving feedback on an assignment:

Guardian employees want facts, which is generally what you provide. Supervisors and Inspectors prefer that their boss be direct and get to the point, while Providers and Protectors prefer feedback to be given in a tactful and kindly manner. Artisan bosses like you usually are much more concerned with results than with the method by which the employee achieves them. Make sure your Guardian employees understand your goals and objectives. Complications can arise if the two of you are working from differing assumptions. If your Guardian employee is not performing the way you want, it is best to compare what they are doing with the results you are expecting. Then check back later when they have had a chance to correct their errors to see if they have interpreted your instructions correctly.

>> Assigning a new project or task:

If you know your Guardian employee's past experience and knowledge, you'll be better able to estimate how much instruction that person will need before starting a new project or new task. It is best to give the minimum instruction necessary, and then check back within a day or two to see if there are any questions. Guardian employees bring their past experience into a new project or task and may add steps that you did not specify. As long as the requirements are met, you'll probably appreciate their self-drive and initiative. If any corrections are needed, give clear instructions on what needs to be done differently, and then check back again in a day or two. Small course corrections are more effective than grand pronouncements or lowering the boom.

>> Giving praise as a motivator:

"If you still think money is the #1 motivator...you're wrong! ...In fact, in numerous surveys the #1 motivating factor to get employees to perform at their best focuses on appreciation and recognition." (*Arnold Sanow, MBA, CSP, "The Real Reason Employees Work: 3 Proven Ways to Motivate," Expert Magazine, February 14, 2006.*) An effective boss knows how to give praise that their employee will value. Different employees value praise for different things. While Artisans like action and freedom, Guardians like dependability and stability. Here are some ideas to help you fine tune your praise:

Supervisors value praise for their leadership skills, their ability to organize projects, and their ability to meet objectives in a timely manner. They like to be publicly rewarded.



Inspectors value praise for their accuracy, their analytical skills, and their ability to deal with complex issues and devise logical steps to accomplish the objectives while minimizing risk. They can be uncomfortable with too much public recognition.

Providers value praise for their ability to work well with others, their customer service skills, their patience and ability to coordinate events that bring people together for either fun or meeting objectives. They appreciate being recognized publicly.

Protectors value praise for their kindness and thoughtfulness to others, their taking on of tasks that are unglamorous yet necessary, their loyalty, and their perseverance when the work becomes difficult. They like public recognition in small groups but will often feel uncomfortable with fancy ceremonies.

>> Giving performance or organizational effectiveness feedback:

All employees benefit when performance feedback is closely linked in time to the actual deed, and Guardian employees are no exception. When correcting your employee, do not become angry or sarcastic. Citing good examples from the past and connecting it to effective performance that the employee has previously demonstrated, can often help them employee improve. Be sure to ask questions of the employee so you can know if the employee has understood how they need to do something differently. If these tactics fail to work, calmly tell them what consequence they choose if they persist in the wrong behavior. Guardians will go to great lengths not to be shamed or to feel guilty, so making sure they understand will usually clear up the problem.

Issues That May be Part of the Communicating Information Process:

>> Mismatch between employee expectations and reality:

Guardian employees are generally good judges of reality. One area of mismatch may be the area of promotions and increased salary. Marketplace issues can cause constraints in this area. Be sure to explain to your employee the current constraints on the company. Sometimes job duties must be increased before a raise or promotion is possible. If this is not feasible in your unit and you believe them capable of more, explain the problem and help them make connections with other unit managers who might have a more appropriate position either now or in the future. Sometimes, a Guardian employee can overestimate their skills in comparison to your perception. In this case you'll need to be very clear in describing the mismatch. Help the employee see what steps would need to be taken. You'll need to be careful not to offer promises that you might not be able to deliver on. Be sure the employee understands that even if they take the steps, you cannot offer guarantees because too many things are out of your control.

>> Creating a shared vision

Both you and your Guardian employee prefer the concrete world, but you live more in what is important right now and they are concerned about what has happened in the past. It will be very difficult to get a shared vision with Guardian employees if you are trying to compare apples and oranges. Make sure the conversation is clear about what is important now and what lessons can be learned from the past. Guardian employees can be very effective in bringing past experience to the table. They are particularly sensitive to risk-containment. However, do not let them get bogged down in "but we can't because..." conversations. Situations are constantly changing and something that was once ineffective may be very different now. Let



your Guardian employee know that you have heard their warnings and appreciate their corporate memory. Encourage them to brainstorm new solutions and when it is feasible to incorporate their ideas, do so and thank them for their assistance.

Communicating Concerns to a Guardian Employee

If you are sensitive to appropriate timing and setting for communicating concerns to your Guardian employee, you are more likely to have a positive outcome. Be sensitive to their need for being seen as a responsible and honorable person. Listen seriously to your employee's perspective and their concerns. Whenever possible, make sure that there are multiple options to choose from and that all parties are able to save face. This will generate a climate of mutual respect, and they are more likely to appreciate your skills as a boss.

How and When to deal with bad news or problems:

Give bad news about project deadlines and obstacles at a general meeting. Avoid singling out any individual to blame. After presenting the news, give ideas on how to solve the problem and invite others to contribute their ideas. Label it as a brainstorming session and that all ideas—even ones that seem off-the-wall—need to be captured. Write all of them down—even the ones which you believe can't possibly work. Then you can move into decision-making mode. If the bad news or problem concerns only one employee, have a private meeting. Be sensitive to their emotional state. If the meeting focuses on problem-solving rather than laying blame, you'll get better results.

>> Key communication factor:

Guardian employees become very uncomfortable and ashamed when they sense they are being blamed or seen as guilty. In the short run, this may generate extra energy while they try to fix the problem, but if they are treated as guilty for a long time, they will eventually become depressed and less productive. Getting people involved with solutions and giving them feedback when improvements are made, will keep the groups' spirit up and generate positive energy.

Specific Situations:

>> Schedule slip or missed deadline:

Guardian employees are generally conscientious about meeting expectations. It is very important that the employee and the boss see each other as working from the same page and the same norms. If the employee has forewarned the boss of the problem, the boss can communicate the problem upward if necessary or find ways to apply more resources so the deadline can be met. If the notification comes late, this puts the boss in a more awkward situation. If the employee is relatively new, they may not realize the predicament they have created for their boss and need to be educated. If they are experienced and this type or problem is unusual for them, the boss needs to listen to what occurred to put the employee in this bind and see what can be done so it won't occur again.



>> **Employee seems overwhelmed:**

Supervisors begin to feel overwhelmed when they get bogged down in ambiguous situations and feel a lack of control. They feel stressed when they see co-workers not being responsible as they define responsibility. Have a private conference and get them to tell you their concerns. Then engage in a problem-solving discussion that discusses constraints and gives examples of solutions.

Inspectors begin to feel overwhelmed when detailed, concrete and specific instructions and expectations are not clearly stated or when they have pushed themselves to the limits of their endurance in trying to meet an objective. Have a private conference to better define the problem. Then help them clarify the situation and set reasonable schedules and goals

Providers begin to feel overwhelmed when they become isolated from others and/or are not given feedback that their help given to and for others is unappreciated. Have a private conference and let them know that you have noticed that they seem a bit "down." Talk about how they are an important member of the team and ask what you can do to help. Then build step-by-step plans on how to improve the situation.

Sometimes **Protectors** become overwhelmed when the future seems too unpredictable and they don't know how they will be able to help and protect that and those they are responsible for. If you, too, are facing a great deal of uncertainty, remind them of how they have been able to deal with uncertainty in the past. As far as you are able, help them by giving them clear assignments with definite procedures that have demonstrated outcomes. Be sure that they work with you in designing the assignment and steps. This process helps to relieve them of excessive worry.

>> **Dealing with an unhappy customer, a product problem, or a failed experiment:**

Guardian employees are usually conscientious about addressing problems and will apply company-approved procedures for dealing with a customer or solving a product problem. They need to be trained in the company standards and have additional resources available when the standard procedures do not work. Guardians are less likely to jump into the great unknown in an experiment. They prefer the tried and true and do best when the experiment is based upon sometime similar to a procedure tried elsewhere or is an adaptation of something they already know. Guardian employees are very effective when teamed with other types of employees in experiments because they often know what has been tried before and failed. This can be effective knowledge unless it is used to shoot down every new idea. Experiments for Guardian employees work best when they have a basis in reality and a time limit at which point they will be reviewed.

>> **Problems between teammates:**

Guardian employees want people to behave in a cooperative manner and subscribe to a company "norm." Supervisors and Inspectors are more bothered by teammate issues that deal with challenging authority, while Provider and Protectors are more bothered by teammate issues that deal with personally directed conflict. Occasional friction can be ignored as the employees may solve it for themselves. Only if the problem is resulting in excessive loss of morale and loss of production for your work unit, should you become involved. Have a meeting and lay it on the line that you are noticing dissension in the



ranks. Don't invite discussion or finger pointing. Ask each person to write you a private note about their concerns, but not to mention any names. This way you can identify the issues and begin to craft a solution. If the problems are only between two individuals and the issue is beginning to affect more members of the team, pull these two aside. Remind them they are on the same team. When the individuals are unwilling to compromise, you may need to call in expert counseling and mediation or else move one of the members to another work group.

>> Personal issues with the employee:

Conversations on personal issues need to be handled in a private, calm setting where both parties can be at ease. The Guardian Provider and Protector employees can be approached for a private conversation to solve issues if you use a light touch. They prefer relationships to be pleasant and as long as you are not accusatory, they are likely to help find a satisfactory solution. The Guardian Supervisor and Inspector employees prefer direct over indirect conversation. Tell them you suspect they are having some issues with you. Ask them to describe their concerns so as a team you can craft a more amicable situation.

>> Potential problems in a project:

It is best if you have some way of regularly touching base with your employees so you're kept up to date because occasionally Guardians get so caught up trying to meet the deadline that they don't notify you that they may be in trouble. This is highly embarrassing to both them and you. Another way of keeping tabs on a project is through both meetings and drop-by informal chats. Be sure to ask your Guardian employees how they could improve the situation. Be sure to give credit to any team member who gives ideas for improvements.

>> Employee needs more directions on assignment:

Guardians who are new to a task may need to be shown how to do it so they can master the steps. If there is a co-worker trained in the task, let the less-knowledgeable person shadow them in the task. This will speed up the learning process and cut down on mistakes. This way of training is usually comfortable for a new employee, but may be less comfortable for a more experienced employee. There the key is to identify the area of confusion for the employee and only work on getting them instructed on the correct procedure in that area. Every person wants to be accorded a sense of dignity so carefully choose the person to work with them. Sometimes the only person that is appropriate is you, the boss. Ask the employee to show you how they are doing the task. Look for the areas where they are missing steps or making mistakes. Usually it is because they have not been told some critical information. Avoiding blaming them for the problem. Tell them what they need to know and demonstrate the correct procedure. On-the-spot and timely coaching usually solves the problem.

>> Cutting through red tape to meet objectives or dealing with bureaucracy:

Red tape is something that Guardians, in particular, create to cut down risk. They usually are quite knowledgeable about why the red tape is in place. Because of their sensitivity to risk they can often be the best at devising more efficient ways to both meet objectives and contain risk. Be sure to solicit their ideas. If the process cannot be changed, solicit their ideas for managing the process more effectively.



Obtaining Information from a Guardian Employee

Getting information from your Guardian employee is usually a very smooth process unless they are feeling stressed. They may concentrate on giving voice to their concerns and you prefer up-beat communication. To diffuse their negativity, listen carefully to their statements about increased risk or overload, then take steps to solve the problem. Once the stress is relieved, you'll find getting information from them again flows smoothly.

How Your Guardian Employee Likes to Communicate:

>> Guardian Supervisors (ESTJ):

Your employee generally gives information by talking a lot. Talking may They tend to give information forcefully and logically and can be very blunt and directive.

Supervisors like to be asked to give their input about objectives. They are likely to see ways to cut down the time it will take to meet objectives. If they seem overly directive and pushing for leadership, it is best not to overreact and see it as a challenge to your authority. Calmly tell them you will think about their recommendations. If you use any of their recommendations, be sure to give them credit, but present the entire package to your team as thought out and endorsed by you.

>> Guardian Inspectors (ISTJ):

Your employee generally gives information logically and unemotionally. Since they are so skilled in seeing details, they may sometimes give more than you want to hear.

Inspectors often give a lot of detailed information—more than you may need to know. You may need patience in teaching them to present only the salient details, but only after they know that you have learned to trust their ability. It's important to ask them about any problems they are aware of or any improvements that can be made. Inspectors sometimes become so focused on restricting risk that they design processes that become too cumbersome. Engage them in a discussion about cost/benefit of the process.

>> Guardian Providers (ESFJ):

Your employee is most comfortable when being able to talk about people in connection to tasks. They see their world from a social standpoint.

Providers are among the first to notice when people are having difficulty with tasks. If you're an Artisan Promoter or Artisan Crafter, your tendency may ignore the issue at first. If you're an Artisan Performer or Artisan Composer, you probably have noticed the problem. Ask your employee how they might solve this problem. Then spend some time thinking over their suggestions. Meet with them again to see if things have improved on their own. If not, consider getting outside assistance from other company resources.



>> Guardian Protectors (ISFJ):

Your employee tends to give information very privately and may bring up situations with they find personally unpleasant. Often they just need a chance to vent and don't expect you to do anything.

Protectors become irritated when things are "not right." They are usually reticent about talking to their co-workers about the problem, but may sometimes vent to a trusted person. Often, the problem will solve itself. As a boss, it is best if you keep an eye on the situation and if you notice the problem continuing, have another chat with your employee to see if they have any ideas for solution.

Specific Situations:

>> What is going on in the trenches and how to get potential issues communicated to you before they become problems:

Bosses who don't take time to visit with their employees can get unpleasant surprises. Only seeing employees at meeting times will not alert you to issues that are brewing under the surface. It is important with Guardian employees that you be seen as a supervising boss. A simple walk-around once or twice a month may be enough so that people feel free to come up to you on an informal basis. Another tactic is to share lunch in an informal setting with a small group of employees. They are more likely to treat you as a comrade and let you in on things that otherwise may be kept hidden from you.

>> Getting to know your employee personally through informal feedback:

Many bosses only meet with their employees privately once a year when it is time to prepare and discuss promotions and raises. This type of meeting holds tension for both boss and employee. It is better to set up some type of system that works for you which allows you to get to know your employees as individuals. It may be chats around the water cooler, sitting around a lunch table, or stopping at the employee's work station to have a brief chat. Whenever reasonable, sit side-by-side with your employee instead of on opposite sides of a desk. This states nonverbally that you are on your employee's side. The most effective bosses use a variety of these tactics to get to know their employees more personally. With this knowledge, they are better able to assign employees to tasks that are more suitable for them and thus increase production.

>> How stressors affect the information getting process:

Your **Supervisor** employee deals with stress by trying to control everything the possibly can. If you see your employee become hyper-vigilant, it is time to figure out where they're feeling stressed and out of control. Praise their desire for your team or company to be successful. Then carefully define what is under their charge. Remind them that people learn by making mistakes and you have a plan to keep those mistakes from causing the team or company fail too.

Your **Inspector** employee does not want to promise more than they can deliver. They generally treat their word as their bond. If they are feeling almost tapped out and are asked to do something new, their first response may be the reasons the new project is impossible. However, if you give them time to think about it, they are likely to figure out how to do the new work yet still keep previous obligations.



Your **Provider** employee keeps a complicated accounting of who owes who what. If your employee views themselves as the ones doing all of the giving, they are likely to complain that others aren't contributing their fair share. Providers hate to say 'no,' but they also don't want to be taken advantage of. You may need to rearrange some procedures to take the load off of your employee. For example, you may decide that your employee has to approval from you for particular things. That way your employee doesn't have to say no personally.

Your **Protector** employee may become stressed by competing obligations and loyalties. However, they are unlikely to talk about this problem because they don't want to be disloyal. If your employee starts complaining a lot, particularly if they are showing a martyr complex, it's time to take a good look at their workload. If they are afraid of disappointing someone else, try to have that person on board as you restructure your employee's responsibilities.

Negotiating With Your Guardian Employee

Your Guardian employee thinks of negotiations as a very serious business. Take some time to think of various options that might be feasible before you enter the negotiations. Be sensitive to the employee's seeing money and resources as a statement of self-worth. The more options on the table, the more effective the end result will be for both of you.

How Guardian Employees Negotiate:

Guardian employees are particularly concerned with fairness and having adequate resources. They do not want their own side to be disadvantaged.

>> What kind of a response your employee wants from you

Your Guardian employee wants to know that their desires are heard and are taken seriously. Since you're the boss, you usually hold the winning hand. Find out what they want. Pay particular attention to their concerns about workplace resources. Let them know what you see as the most important in meeting workplace needs. You'll be a real hero if they can get at least some of what they want.

Specific Situations:

>> Time off:

Guardian employees tend to be steady workers. Make sure they understand company policies. They take their family responsibilities very seriously and feel quite conflicted when these needs and workplace need collide. Listen to their reasons, and then give them time away when feasible.

>> Needing additional resources:

Guardian employees are usually excellent at conserving resources. If a Guardian employee comes to you asking for additional resources, it's likely that they have tapped out all of the resources easily available. Listen carefully to their rationale. Sometimes the two of you can craft new ideas for gaining these resources. When that is not possible, let them know why it is not possible and tell them you will keep your eye out for when it might become possible. Let them know you are taking this issue seriously.



>> Dealing with raises, promotions, or other perks:

Many bosses are pretty conservative about raises, promotions and perks. Guardian employees, on the other hand, see raises as the real measure of their worth. Supervisors and Inspectors are more likely to push for the raise than Providers and Inspectors. While they believe that they will need to work hard to prove themselves, they can become discouraged if they go for many years without increased monetary recognition. Sometimes money can be tight. If you can be more inventive about what perks you can offer, you are more likely to be able to keep Guardian employees' motivation high.

>> Employee wants or is going to get more responsibility:

Guardians seek more and more responsibility and often equate that to the chance for "moving up the ladder." But there is always a limit to the number of higher positions available and sometimes the employee will get more responsibility without it being accompanied by a raise or promotion. If the employee is pleased to get the extra responsibility, there is no problem. If the employee is not pleased, it may be because the employee sees the total work package as too burdensome or overwhelming. Tell the employee that you want more of your people to be cross-trained so you can back up each other. Then ask the employee to tell you of any concerns so they can be mitigated.

>> Performance evaluation:

The performance evaluation is more than a simple report of what the employee has done and a grading on how well they have done it. It also is necessary to set in motion options for their future development. It is important that the evaluation seem fair to the employee. It's more effective when the evaluation shows that you have taken into consideration not only your own viewpoint on the employee's strengths and weaknesses, but that of their internal and external customers. A report that is all positive or all negative will benefit neither of you. Strengths need to seem admirable to both of you. When you report on a weakness, also include ideas for correcting it. Have some idea of how you want the employee to grow and to give more benefit to the company. What new tasks might you want to assign them? What new skills do you want them to learn? Be sure to encourage the employee to come up with options that haven't occurred to you. Then decide upon resources that will be needed to accomplish the objective the two of you have agreed upon. There is likely to be some give-and-take in the discussion about resources available and needed. The more upbeat you are about the employee's present skills and their ability to be worthwhile to themselves and to the company, the more likely the appraisal will prove to be beneficial for both of you.