



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

Report prepared for: **John Doe**

October 21, 2010



Keirsesey Temperament Sorter-II Guide to Interacting With Your Boss Copyright © 2000-2010 Keirsesey.com. All rights reserved.
This report is based on *Please Understand Me II* by David W. Keirsesey, PhD Copyright © 1998 Prometheus Nemesis Book Company
The Keirsesey Temperament Sorter II Copyright 1998 Prometheus Nemesis Book Company. Keirsesey Temperament Sorter, Guardian, Artisan, Idealist, and Rational are registered trademarks of Prometheus Nemesis Book Company.



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. 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 boss, and mastering your own can be the keys to achieving your goals.

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

Your temperament is the Artisan (SP). There are many Artisans, perhaps 30 to 35 percent of the population. Your Boss is an Idealist (NF). While Idealists make up as much as 20% of the population, they are relatively rare in the corporate environment. Idealist bosses are most often found leading non-profit or educational organizations or counseling and coaching practices; within corporations they are often found leading Human Resources departments.

This report is designed to help you, as an employee, better understand both your personality traits, and those of your boss – 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 boss, it is best to look at your own blind spots and be aware of your own needs. Next, review what you know about Idealist bosses in general and then about your specific type of Idealist boss. Armed with this information, your interactions with your boss 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 Boss
• You: Artisan Promoter (ESTP)
• Your Boss: Idealist (NF)
• Types of Idealist Bosses
Communicating Information to an Idealist Boss
• Specific Situations
• Issues
Communicating Concerns to an Idealist Boss
• How and When the Boss Wants to Hear About Bad News
• Specific Situations
Obtaining Information from an Idealist Boss
• How Different Types of Idealist Bosses Communicate
• Specific Situations
Negotiating With an Idealist Boss
• How Idealist Bosses Negotiate
• Specific Situations



About You; About Your Idealist Boss

As an Artisan Promoter (ESTP) employee working with an Idealist (NF) boss, you'll find the biggest difference between you and your boss is in the area of competition. You generally find competitiveness is motivating and fun while your boss wants to avoid competition in favor of cooperation and working all 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 on 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 likely to also give you plenty of praise.

About You (Artisan Performer):

>> You are apt to:



- pride yourself about 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 can be seen as blunt or lacking in tact.
- like to grab new opportunities and have 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.

About Your Idealist Boss:

>> Idealists tend to:



- see the workplace as an arena for interdependent labor.
- be particularly effective in leading teams as they have an uncanny insight into each individual's needs.
- appreciate the employee who is willing to grow in their abilities.
- enjoy helping an employee learn new skills.
- want employees to work harmoniously with others and dislike conflict and those that foster conflict.
- value appreciation of their caring for others and ignore unappreciative employees.

Types of Idealist Bosses

>> Idealist Teachers (ENFJ):

The Idealist Teacher boss is the Idealist boss most like you. You both enjoy talking out solutions. The Teacher boss is more cooperative, team-based oriented, while you are more problem-focused and pragmatic. Since this type of boss manages in a participative and democratic manner, your contributions are likely to be heard as long as you realize that to your boss, people concerns are paramount. Together you are likely to craft the most complete and effective solutions.



Hot Buttons for your Idealist Teacher Boss are:



- Employees who don't want to learn new skills
- Employees who are deliberately cruel to others
- Employees who don't value cooperation and teamwork

>> Idealist Counselors (INFJ):

Your Idealist Counselor boss is your personality opposite. Your hard-charging competitive style may intimidate them, but they will also be able to spot most of your b.s. In fact you are both good at spotting phonies. Communicate with your boss in terms of how others will benefit from your ideas, whether within the company or with the clients.

Hot Buttons for your Idealist Counselor Boss are:



- Employees who try to change others. Making them "normal"
- Employees who gang up on someone weaker
- Employees who don't try to do their very best and try to learn new things

>> Idealist Champions (ENFP):

The Idealist Champion boss is somewhat similar to you, but less likely to give direct orders. You and your boss are likely to have a lot of fun together. Avoid doing anything your boss might perceive as mean. Watch for the subtle cues your boss gives that it's time to get to work. If you miss the subtle cues, this boss is likely to give you orders in an angry manner. They will resent you for forcing them to do so.

Hot Buttons for your Idealist Champion Boss are:



- Ambitious employees who try to get up the ladder by stepping on others
- Employees who refuse to work effectively with others and are judgmental of others
- Employees who don't know how to have fun while working

>> Idealist Healers (INFP):

Your Idealist Healer boss is likely to communicate commands in the form of questions or suggestions. They will go to great lengths to avoid conflict except when their values are challenged. Then they become a warrior and may even publicly dress you down. To avoid this, you will need to pay careful attention to your boss's style of leadership and values. Most of the time this type of boss is very accepting and tolerant and allows their employees lots of freedom in how to tackle their work.

Hot Buttons for your Idealist Healer Boss are:



- Employees who are intolerant of others' beliefs
- Employees who are not sensitive to the group culture and well-being
- Employees who ignore their suggestions and disregard their leadership



Communicating Information to an Idealist Boss

Giving information to an Idealist boss is best done in an upbeat manner. Emphasize your ability to be a good team member since this is one of their goals for their employees. They are particularly skilled at helping to create a harmonious workplace where everyone is able to succeed. The more you can learn how to create success for multiple people, the more seriously your ideas will be considered.

Specific Situations:

>> Giving a Project Update:



Idealist bosses have many different ways they like to receive project updates. However, most enjoy hearing stories about the people involved and projections as to how the project will benefit people in the future. When there is bad news, be careful not to lay blame on others. Suggest how things can be fixed in ways that will give the greatest benefit to the greatest number of people.

>> New idea or suggestion for improvement:

Idealists tend to be open to suggestions, especially those which will make people's lives fuller. Be sure that your suggestion is framed in a positive way.

>> Pitching a proposal:

Idealists are especially fond of proposals made by a group of people or which show individual creativity with a new way of thinking about things. Presentations which tug at the heart strings while providing solutions to human suffering are especially effective.

>> Promoting yourself to your boss:



Most Idealist bosses love hearing or reading your stories about learning new skills, reaching new insights and conquering personal challenges. It makes them feel good to see you grow as a person, especially if that makes you a more valued employee. If you can also add examples of instances when your boss has really helped you to improve, it will let the boss know that you are giving them credit for helping you. Idealist bosses thrive with praise just like you thrive -- behaving in this way will gain added trust between you.

Issues That May be Part of the Communicating Information Process:

>> Giving information outside of the chain of command:

If your boss's boss asks for an update, your Idealist boss is likely to want you to answer the direct question, but not get into a lengthy discussion. Do not disclose negative information. If negative information is asked for, tell the questioner to talk directly to your boss who has more information. Then immediately inform your boss about this discussion.

>> What the boss really means when asking for your "honest" opinion:

Your Idealist boss probably wants your honest opinion given very tactfully. They especially like when you give appropriate credit to other people. As an example, your boss might ask your opinion about a new company product that you dislike. First give the benefits of the product, then the downside. Say, "I like the way the product does X. Customers want a product that



can help in that area. However, I am concerned about Y.” Then describe your concerns. Be careful not to lay blame at anyone’s feet.

Communicating Concerns to an Idealist Boss

If you are sensitive to appropriate timing and setting for communicating concerns to your Idealist boss, you are more likely to have a positive outcome. Idealist bosses really want everyone to feel comfortable. The more you can generate options to mitigate the concerns before talking to your boss, the most successful you will be.

How and When the Boss Wants to Hear About Bad News:



If a meeting is scheduled with the objective of discussing project deadlines and obstacles, this is a good time to give your Idealist boss any bad news. It is best to present the news along with ideas for how to solve the problem—even if it means a schedule slip. Otherwise, communicate bad news or problems to your boss in private. Be sensitive to their emotional state. It is not a good idea to present this type of information when your boss is upset unless the topic is urgent and can’t be postponed.

>> Key communication factor:

With Idealist bosses, you need to present a balanced picture. First, outline the problem, and then present potential solutions with their pros and cons, especially those connected with impact on people. Idealist bosses will see you as being very professional when you approach them in this manner.

Specific Situations:

>> Inability to meet a deadline:



Idealist bosses can be understanding if your reasons are well founded. They are generally sympathetic to people, but get quite frustrated if the person hasn’t made an effort. Give them a quick heads-up if you are dealing with a last minute rush to meet a deadline. You may enjoy the adrenaline high of meeting a challenge, but most Idealist bosses don’t enjoy it as much as you. They can view you negatively if you have underestimated the time it will take to do the work and may see you as having let them down if you don’t inform them of the potential problem.

>> Feeling overwhelmed:

Idealists may have already sensed that you are feeling overwhelmed. Let them know your feelings and what you have done to mitigate this problem. Then ask for their suggestions and act on them. Sometimes Artisan employees lose energy if their job has become too routine. Talk to your boss on how you can spice it up.

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



Idealist bosses usually give their employees a lot of latitude when dealing with these types of issues. They recognize that each person has their own unique style and



works best within that style. Sometimes a person needs to learn additional behaviors so they have a broader set of responses to choose from. If what you normally do isn't working, then consider the possibility that the different perspective of your Idealist boss may give you some new insights that you can incorporate into your own style.

>> Inadequate resources available to complete task:



Idealist bosses are usually in tune with what resources are available and what ones are not. Since they don't like warring with others, they may be somewhat less aggressive than some of the other types of bosses in getting the resources. Have your arguments ready ahead of time. If you can show that the lack of resources will really affect the bottom line or the success of the project, you'll be helping them prepare their arguments for talking to their superiors. If the resources are already within their control, they will do their best to make them available. Idealists are concerned with fairness and will not cheat one group to help another. Don't ask them to step over this line.

>> Problems with a co-worker:

Idealists are very sensitive to co-worker problems within their group. They want harmony and teamwork to prevail. First, try to solve the problem on your own. If that doesn't work, brainstorm solutions with friends who do not work in the same company. If you reply, "Yes, but..." to every potential solution your friends mention, you will lose their help. Note down all possibilities even if you don't think they will work. Sometimes when you sleep on things, solutions come to you. Getting plenty of ideas rolling around in your brain is necessary for this to work. If the brain-stormed solution doesn't work, then approach your boss and tell them the problems and the efforts you have made to solve the problem. Remember, you and the co-worker are on the same team so if you concentrate on your common objective, you are more likely to find a solution.

>> Personal issues with the boss:

Conversations on personal issues need to be handled in a private, calm setting where both parties can be at ease. Before you talk to your Idealist boss, take the time to put two columns on a piece of paper. In one column put Employee at the top of the sheet; in the other put Boss. (It's best to omit real names so if anyone else finds the paper, it will not cause an upset.) Start with the problems you see in your column. Then start with the problems you think your boss sees in the other column. Take a second sheet of paper and make the same two columns. Now write the things you like about your boss in the first column. Then write the things you think your boss likes about you in the second column. You don't need to take these papers to your meeting with the boss. The exercise helps you get more balanced in your view of what is going on and will ensure a more productive conversation.

>> Cutting through red tape to meet objectives:



Red tape is something that frustrates Idealists and they are likely to be very creative about what can be done to solve the problem. Since most of them are very sensitive to ethics, the actions they take to cut through red tape are likely to be ethical but can be somewhat unconventional.



>> Potential problems in a project:

Don't keep the boss in the dark when you run into a problem. First, try to solve it on your own or with help from co-workers. But don't get too close to the final deadline before informing your boss.

>> Need more directions on assignment:

Idealists may not give enough details to satisfy you. They can be overly optimistic and somewhat vague. Only ask for the ones that are critical to you—not every little step. Network with other employees to get their help and suggestions. If you still need more direction, ask your boss for a brainstorming session on handling the project.

Obtaining Information from an Idealist Boss



Getting information from your Idealist boss is usually a very smooth process as long as you are open to personal growth. When the information from them suggests follow-up action from you, act as soon as possible and show that you appreciate their mentoring you. If you do not follow up on their suggestions, they will be very disappointed in you and may redouble their efforts to help you grow. If they see you as habitually rejecting their advice, they will likely shelve you.

How Different Types of Idealist Bosses Communicate:

>> Idealist Teachers (ENFJ):

Teacher bosses generally give information by talking in a friendly manner. They tend to have very animated faces which convey part of their meaning. They may invite discussion while they are giving information to make sure everyone is on the same track. They are looking for harmony within the group and will usually continue the conversation until it has been achieved.

Your boss wants you to receive even negative facts in a positive manner. They want you and every group member to believe that the job can be done and success can be achieved even when things are difficult. Your boss wants you to know that they believe in you.

>> Idealist Counselors (INFJ):

Counselor bosses generally give information in a one-on-one conversation or in a meeting. They may bolster their talk with proof through examples that emphasize actions taken by people and impact on people. They may ask questions to make sure that you have understood what they said.

Your boss wants you to receive the information with the same level of seriousness as they are giving it. They dislike strong negative emotional responses to information they are giving. They can become overwhelmed by other's negative emotion. Do your best to stay positive or at least neutral. They are usually quite willing to answer any questions.



>> Idealist Champions (ENFP):

Champion bosses typically talk a lot when giving information. They are very expressive with their hands and face and expect you to be able to read the emotional as well as the factual message. They may engage others in discussion to keep the energy up.

Since your boss prefers to be tactful, you may have to search for hidden messages. Directives are usually stated as suggestions since they don't like to control other's freedom. They want you to find a way to make the suggestions part of your own reason for doing things and then to act.

>> Idealist Healers (INFP):

Healer bosses prefer to tactfully avoid speaking unpleasant things or giving direct orders. When possible, they will give their information either one-on-one or in a small, intimate group. If they are particularly visual, they may back it up with pictures. There may be non verbal messages in their communication. The non verbal messages are usually attached to their personal values.

Your boss wants you to receive the information by listening and noting the overt message as well as the tactful, but less obvious message. Particularly listen for words or phrases which seem to have a higher than usual emotional charge. These contain your boss's areas of caution. If you're not sure you understand, ask polite questions.

Specific Situations:

>> Information on project parameters:



Idealists are likely to have very wide parameters so as to allow for individual creativity and initiative. This should suit your style of liking to vary things. Just make sure that you are in synch with their objectives.

>> How to handle clients:

Idealists want all relationships to be harmonious—even those with difficult clients. Ask them to tell you how they have been successful in handling clients. Be sure to explore the entire range of client response—from the upbeat to the downbeat. If you concentrate on downbeat only, you will miss how they are able to get people focused on staying upbeat from the beginning.

>> Feeling left out or in the dark:

Idealist bosses never want you to feel left out. You may be in the dark because they simply didn't realize that you need to know something. They hold back information only when it is critical to do so because they prefer their employees to be connected. If you need information, ask them privately. Never let them feel that you are blaming them for your feelings!

>> Seeking appreciation /validation:

Your **Idealist Teacher** boss is usually good at giving positive strokes. They prefer to be seen as a positive influence in everyone's lives and generally present a sunny demeanor. If you need validation, approach them when they are in a sunny mood. Don't complain. Ask them if they are happy with what you are doing. If they are not, they will usually give you some positive ways in which you can improve.



Your **Idealist Counselor** boss gives positive verbal strokes upon occasion. Most of the time, they convey their regard by giving you friendly greetings and having short discussions. If you need validation, ask for a time when you can meet privately so you can get an assessment of how you are doing.

Your **Idealist Champion** boss is the best of all types for giving positive verbal strokes. They have a unique ability for making people feel that they really understand them. Most people easily feel validated by them. If you are having trouble, arrange for a one-to-one meeting. Be upbeat when describing your concerns. Make them sense that you believe any problems can be easily solved, and they will help you solve them.

Your **Idealist Healer** boss gives occasional positive verbal strokes. If you are still feel unsure of your position, if possible, go on a walk with them. They tend to like friendly, personal companionship and this will help cement their positive regard for you. Don't project doom and gloom; project hope.

>> Skills strengths or weaknesses evaluation:



Technical, personal, leadership – Idealists, particularly Teachers and Counselors, are likely to be direct in their assessments. They tend to tell you both the good and the bad as they see it. Champions and Healers are more indirect and may soften the less flattering assessments. With the latter two, you may need to ask a lot of questions until you really understand what they are saying. All Idealists try to be as tactful as possible when delivering bad news. They also will be quite helpful if you ask how you can improve on your weaknesses.

>> Opportunities for improvement and resources available:

Idealists think primarily about the future and how things could be better for people in general and their employees in particular. They really enjoy watching their employees grow and will use resources readily available to make this happen. They are likely to be able to tell you about where you need to improve and will alert you to opportunities for personal growth. They might be a bit short on the details or exact steps you need to take. Be sure to ask if you can't quite catch their vision. Resources can be a tricky subject because sometimes they are readily available and other times not. Be aware of the group's budget. Only ask for resources, such as a new computer, a trip, training time/money, etc. when the money might be available. An often overlooked resource is help from others. On-the-job training by others in the group can be a big help to you. Unless the group is under high stress and deadline pressure, this type of help can cost little to the company and make the boss feel like a real boss with people resources in their control.

>> Where are the areas of career growth, i.e. skills needed:

This type of conversation should occur at least once a year with your boss. Many companies have formal plans to help foster this type of conversation. Before starting the conversation, come in with some ideas of your own, but also be open to new information which may surprise you. Your boss is likely to have been thinking about your growth long before you have.

>> What are the company plans for the future:



Since Idealist bosses are future thinkers, they are likely to have thought a lot about this topic. The Teacher and Champion bosses are usually aware of broader issues within the company and areas for growth while the Counselor and Healer might focus more locally.



With the constant changes and adaptations going on in the workplace, employees need to know what is coming up. Artisan employees, such as you, can benefit from the longer-term viewpoint of Idealist bosses who are exceptionally good at coaching their employees in getting needed new skills.

Negotiating With Your Idealist Boss

If you think about negotiations with your Idealist boss as a partnership in “win-win,” you will find negotiations will go more smoothly. Have plenty of options from which to choose and be open to new ideas the boss may toss out. The more options on the table, the more effective the end result will be for both of you.

How Idealist Bosses Negotiate:

Idealist bosses always look for a “win-win” situation. They become quite uncomfortable if they seriously disadvantage another person or group. Keep this in mind when entering a negotiation with them.

>> What kind of a response the boss wants from you

Your Idealist boss wants you to understand the pros and cons of each option. Until these are explored, no agreement is likely to occur. Be sure to point out the advantages for each person or group for each option. By having options and being willing to concede on things that are less necessary or likely to disadvantage others, you’ll be more likely to get the things you want.

Specific Situations:

>> Time off:



Idealist bosses are sensitive to human needs, so requests for time off or flexible hours will usually be granted if it doesn’t violate strict company policy and you don’t abuse the privilege. Be sure your reasons are real – not phony. If you take advantage of your Idealist boss’s concern for your welfare, they will feel betrayed.

>> Needing additional resources:

You may think you need more resources than your boss does. Be able to explain what you need each thing for, but only give this information when asked for it. Your boss is likely to have some good ideas for alternative acceptable resources.

>> Getting a raise, promotion, or other perks:



When trying to get something new, you often have to give something for it. Your Idealist boss is interested in what you’ve done for the company in the past, but they are even more interested in what you’ll do for the company in the future. Present your ideas as a vision for the future, then sit back to see how they re-work that vision to be in line with their own. Show some enthusiasm. It may take more than one conversation to get the vision to take more concrete form. Before each meeting take some steps to make the vision become real. This is the way to make them be an effective partner for you.



>> Want more responsibility:

Your Idealist boss will usually give you more responsibility if you ask for it—as long as they believe you are ready for it. If your boss seems hesitant, ask them about their reservations and together come up with a plan to mitigate them. When that issue is resolved, set a new meeting where you ask for more responsibility. This time your boss is likely to grant it, if feasible.

>> Performance evaluation:



The performance evaluation is more than a simple report of what you've done and a grading on how well you have done it. It also is necessary to set in motion options for your future development. Have some idea of what you might want to learn to benefit the company or what new tasks you can take on. Be sure to encourage your boss to come up with options that haven't occurred to you. Then you can ask for resources you will need 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, the more likely you are to get at least some of the resources you will need to make the agreement viable.

SAMPLE