Sample Company

DATE CREATED: January 31, 2007
TEAM NAME: Sample Team
TEAM LEADER: Don Gump

This report contains:

- An analysis of your team's temperament distribution
- Explanations of your team's strengths and challenges
- Temperament reports for individual team members
- Communication Tips that can be implemented immediately to avoid and resolve conflicts

Team interpretation based on results from the Keirsey™ Temperament Sorter II® and theory administered at AdvisorTeam.com®.
# Table of Contents

Table of Contents ....................................................................................................................... 02
Overview of This Team Report ..................................................................................................... 03

## Team Temperament™ Interpretation

- Team Composition and Values ................................................................................................. 04
- Team Temperament – Influences and Style ............................................................................... 06
- Resolving Conflicts .................................................................................................................. 07
- The Dimensions of Temperament ............................................................................................. 08
- Your Team’s Behavior Style ....................................................................................................... 10
- Your Team’s Effectiveness .......................................................................................................... 11

## Individual Temperament Interpretation

- Team Leader Influence ............................................................................................................ 12
- Team Temperament Breakout ................................................................................................... 13
- Team Type Results Overview .................................................................................................. 18
- On Your Team .......................................................................................................................... 19
  - Artisan - Promoter (ESTP)
  - Artisan - Crafter (ISTP)
  - Artisan - Performer (ESFP)
  - Artisan - Composer (ISFP)
  - Guardian - Supervisor (ESTJ)
  - Guardian - Inspector (ISTJ)
  - Guardian - Provider (ESFJ)
  - Guardian - Protector (ISFJ)
  - Rational - Fieldmarshal (ENTJ)
  - Rational - Mastermind (INTJ)
  - Rational - Inventor (ENTP)
  - Rational - Architect (INTP)
  - Idealist - Teacher (ENFJ)
  - Idealist - Counselor (INFJ)
  - Idealist - Champion (ENFP)
  - Idealist - Healer (INFP)

## Individual Team Member Letter Distribution

- Individual Team Member Letter Distribution ............................................................................ 20

## What the Letters Mean

- What the Letters Mean .............................................................................................................. 21

## Appendix

- Appendix .................................................................................................................................... 23
Overview of This Team Report

There are many tools available for motivating and managing the people on teams, including tools for assessing skills, interests, and personality styles. This report gives you the ability to look at your team members through the powerful lense of “Temperament”.

Temperament is a configuration of observable personality traits, such as habits of communication, patterns of action, and sets of characteristic attitudes, values, and talents. It also encompasses personal needs, the kinds of contributions that individuals make in the workplace, and the roles they play in society.

Dr. David Keirsey has identified mankind's four basic temperaments as the Artisan, the Guardian, the Rational, and the Idealist. He has also divided each temperament into four subtypes in order to capture key differences in more detail.

As you will see in the chart below, Dr. Keirsey names his four temperaments and sixteen types using letter combinations that stand for key personality traits (for example, ‘I’ means Introvert and ‘E’ means Extravert). But in addition he uses descriptive words that denote common social roles. These words allow you to grasp more easily the basic character of the temperaments and types, and to see that each has a distinct way of acting in the world.

Here are the four temperaments and their subtypes:

<table>
<thead>
<tr>
<th>Artisan (SP)</th>
<th>Guardian (SJ)</th>
<th>Rational (NT)</th>
<th>Idealist (NF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoter (ESTP)</td>
<td>Supervisor (ESTJ)</td>
<td>Fieldmarshal (ENTJ)</td>
<td>Teacher (ENFJ)</td>
</tr>
<tr>
<td>Crafter (ISTP)</td>
<td>Inspector (ISTJ)</td>
<td>Mastermind (INTJ)</td>
<td>Counselor (INFJ)</td>
</tr>
<tr>
<td>Performer (ESFP)</td>
<td>Provider (ESFJ)</td>
<td>Inventor (ENTP)</td>
<td>Champion (ENFP)</td>
</tr>
<tr>
<td>Composer (ISFP)</td>
<td>Protector (ISFJ)</td>
<td>Architect (INTP)</td>
<td>Healer (INFP)</td>
</tr>
</tbody>
</table>

As a manager, you can use this report to assess the different strengths and challenges of each member of your team, as well as the areas of potential cooperation and conflict in the team as a whole. You’ll be able to see the communication styles and management approaches that are most—and least—effective with your team. You’ll learn what motivates your team members, and also what can interfere with their teamwork.

How to use this report

This report delivers information to you in layers from a broad overview to specific details. If you only want the highlights of your member's styles and your team's dynamics, then use the summary pages in the front. If you want a more comprehensive analysis, read on to the pages in the back.

The following pages contain the individual and team results for your team members who have taken the Keirsey™ Temperament Sorter II® online through Advisorteam.com.
Team Composition and Values

Temperament Team Map™: The distribution of Temperament on your team

This section provides you with a graphical representation of where your team members fit within the Temperament framework. Since each temperament group reflects a different set of values, talents, attitudes, and so on, this Team Map indicates the overall distribution of personality styles on the Team. (Please see the appendix at the back of this report for information on how to interpret the Team Map.)
Team Composition and Values (continued)

<table>
<thead>
<tr>
<th>Guardians™ (5 on the team)</th>
<th>Rationals™ (1 on the team)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guardians can possess the following. They:</td>
<td>Rationals can possess the following. They:</td>
</tr>
<tr>
<td>• value experience, security, authority, and responsibility</td>
<td>• value knowledge, competence, reason, and achievement.</td>
</tr>
<tr>
<td>• have logistical talents in establishing processes, managing goods and services, and upholding standards.</td>
<td>• have strategic talents in planning, structural design, and systems analysis.</td>
</tr>
<tr>
<td>• seek higher levels of responsibility and clear paths to advancement.</td>
<td>• seek roles that let them investigate the structure and function of systems and increase the efficiency of tools and methods.</td>
</tr>
<tr>
<td>• express themselves earnestly while observing traditions, following rules, and taking part in social activities.</td>
<td>• express themselves calmly while critiquing and questioning the status quo, always insisting on a logical basis for action.</td>
</tr>
<tr>
<td>• need stable structures and familiar patterns to do their best work.</td>
<td>• need to be able to work independently to solve problems.</td>
</tr>
<tr>
<td>• can be counted on to &quot;mind the store&quot;, attending to the details of a project and seeing it through to completion.</td>
<td>• can be counted on to &quot;think outside the box&quot;, offering new ideas and strategies for accomplishing well-defined goals.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Idealists™ (1 on the team)</th>
<th>Artisans™ (3 on the team)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idealists can possess the following. They:</td>
<td>Artisans can possess the following. They:</td>
</tr>
<tr>
<td>• value meaning, integrity, and human investment.</td>
<td>• value potency, generosity, creativity, and adaptability.</td>
</tr>
<tr>
<td>• have diplomatic talents in guiding personal development, resolving conflicts, and improving communication.</td>
<td>• have tactical talents in marketing, operations, arts &amp; crafts, and crisis management.</td>
</tr>
<tr>
<td>• seek harmony, good feelings, and self-improvement.</td>
<td>• seek stimulation, adventure, variety, and time &amp; space to perfect their skills.</td>
</tr>
<tr>
<td>• express themselves enthusiastically while championing causes and inspiring others to reach their potential.</td>
<td>• express themselves excitedly while making deals, taking risks, playing games, and entertaining others.</td>
</tr>
<tr>
<td>• need meaningful work and a personal, imaginative work environment.</td>
<td>• need a flexible workplace, with the freedom to act on impulse and make spontaneous decisions.</td>
</tr>
<tr>
<td>• can be counted on to &quot;see the best in people&quot;, nurturing warm, loving relationships and finding new possibilities for growth.</td>
<td>• can be counted on to &quot;just do it&quot;, improvising actions, seizing opportunities, and forging onward when others have given up.</td>
</tr>
</tbody>
</table>
To better understand how your team works, let's look further into the team's temperament distribution and influences. The table below segments your team's temperament influences based on the total numbers in each temperament.

<table>
<thead>
<tr>
<th>Artisans 30.0%</th>
<th>Guardians 50.0%</th>
<th>Rationals 10.0%</th>
<th>Idealists 10.0%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hogan, Harry</td>
<td>Gump, Don</td>
<td>Haley, Dan</td>
<td>Dover, Brian</td>
</tr>
<tr>
<td>Kelly, David</td>
<td>Oliver, Frank</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Myers, Carrie</td>
<td>Park, Greg</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>River, Peter</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ward, Jane</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**PROMINELY REPRESENTED TEMPERAMENTS**

50.0% GUARDIAN - PRIMARY INFLUENCE - Guardians can offer the following:

Guardians are valuable on a team because they are the most skilled in logistics: managing people and supplies, implementing policies and procedures, and maintaining systems. They are interested in schedules, routines, and protocols. They value dependability, structure, and regulations. They are the keepers of traditions and customs, making sure that moral standards and fairness are maintained and that people follow the rules and agreements.

Guardians will thrive in a constant and no-nonsense working environment and they will strive to attain higher management levels and greater degrees of responsibility if given a clear pathway to do so.

30.0% ARTISAN - SECONDARY INFLUENCE - Artisans can offer the following:

Artisans are valuable on a team because they are the most skilled in tactics: acting quickly to better their position and take full advantage of the opportunities that present themselves. They are physical people, good at working with their hands, voice, and senses, and quickly mastering equipment and tools of all kinds. They love risks and are rarely afraid of failure. They are often proud of taking daring actions when others might be intimidated.

Artisans thrive in a work environment that is lively and fun because they like to be where the action is.

**LESSER REPRESENTED TEMPERAMENTS**

10.0% RATIONAL - LESSER REPRESENTED INFLUENCE - Rationals can offer the following:

Rationals are valuable on a team because they are the most skilled in strategy: formulating well-thought-out plans to achieve well-defined, long-term objectives. They are interested in new challenges and working on complex projects that allow them to investigate new technologies and expand their knowledge. They are visionaries and pragmatists, always searching for the most efficient way to solve problems and achieve their goals.

Rationals will thrive in an environment with many and varied opportunities for intellectual growth. They appreciate a “think tank” environment where they can discuss and refine systems and ideas. They enjoy a workplace that encourages inventiveness and rewards excellence.

10.0% IDEALIST - LESSER REPRESENTED INFLUENCE - Idealists can offer the following:

Idealists are valuable on a team because they are the most skilled in diplomacy, communication, and human relations. They are interested in working on meaningful projects that allow them to develop their team members. They encourage personal growth and make sure that the human spirit is nurtured in the workplace.

Idealists bring enthusiasm, positive energy, and a sense of personal caring to the team.

Idealists will thrive in a collaborative environment where everyone is getting along and new ideas are being encouraged. They are inspired by integrity and imagination, and appreciate open discussions of plans and issues.
### Resolving Conflicts

Here are some points that can help you to identify and correct potential conflicts on the team.

<table>
<thead>
<tr>
<th>Temperament</th>
<th>Signals and Signs of Trouble</th>
<th>Potential Remedies</th>
</tr>
</thead>
</table>
| Guardians   | ● May have a negative outlook or complain about how bad things are.  
● May find things that should be fixed in other people before considering what they could change in themselves.  
● May complain about the same things over and over again.  
● May become stressed if their workload is too heavy and they can't complete their responsibilities.  
● May feel exhausted and unappreciated. | ● Let them vent their frustrations, but only for a short time.  
● Seek out and acknowledge areas where they have made a contribution.  
● Encourage them to say no to extra duties and to set limits with themselves and others.  
● Offer them realistic solutions and talk about the concrete steps needed to get there.  
● Encourage them to get involved in a project (work or non-work related) and/or seek a position of responsibility. |
| Artisan     | ● May point out that others are wrong or ineffective to cover up their own lack of results.  
● May complain that others are wasting time and not producing enough results.  
● May defy authority and bend or disregard the rules.  
● May present their results as the finished product, without regard for others' team members' input. | ● Create goals or challenges that can motivate them to engage in their work. They respond best to challenges that call for action or create a sense of competition.  
● Look to see if their work environment is too constrained, either by work load or team members.  
● See if there is greater responsibility they can manage. An artisan may need to have greater freedom to make decisions. |
| Rational    | ● May try to dominate the team by acting out the role of a "superior intellectual" and dismissing others.  
● May start to alienate themselves from others at work and choose to be distant and silent.  
● May nitpick details and obsess about the precise use of words, and so can become argumentative or condescending.  
● May be impatient with, and critical of, team members' errors.  
● May avoid completing one project because mentally they've already moved on to the next. | ● Encourage them to interact socially with others on the team by creating after-work gatherings that they're expected to attend.  
● Present techniques for social interaction to them as "tools" they can master.  
● Suggest to them the damage their criticism does to the efficient functioning of the team.  
● Create small projects in which they can see immediate success as proof of their competency.  
● Defer to their expertise and acknowledge their ability to see whole systems. |
| Idealist    | ● May create false drama or situations to attract attention to themselves, diverting the focus from the team project.  
● Normally enthusiastic and positive, an unhappy Idealist may dwell on the negative and seem irritable, disinterested, or even withdrawn.  
● If dissatisfied, may daydream or spend excessive amounts of time thinking about how to leave without hurting anyone's feelings. | ● Take them aside and allow them to vent their feelings privately without reproach or condemnation.  
● Try to deflect other team members' criticism of them, and point out their strengths and potential contributions.  
● Encourage them to focus on the team's possibilities and potentials.  
● Acknowledge the vital contributions they have made to the workplace, individuals, and/or the team. |

This is a sample version of the Team Temperament™ Report, utilized for training purposes in the Temperament Certification™ course.

More information for this section is available in the full Team Temperament™ Report.
The Dimensions of Temperament

As you have seen, each temperament brings to a team its own unique qualities and shortcomings, strengths and challenges. What accounts for these differences? And what makes them the source of team synergy and/or team conflict? To use the idea of Temperament most effectively, managers need to understand that the four temperaments are not simply arbitrary collections of characteristics, but spring from an interaction of the two basic dimensions of human behavior: our communication and our action, our words and our deeds, or, simply, what we say and what we do.

1. Communication: Concrete vs. Abstract

First, people naturally think and talk about what they are interested in, and if you listen carefully to people's conversations, you find two broad but distinct areas of subject matter.

Some people talk primarily about the external, concrete world of everyday reality: facts and figures, work and play, home and family, news, sports and weather—all the who-what-when-where-and how much's of life.

Other people talk primarily about the internal, abstract world of ideas: theories and conjectures, dreams and philosophies, beliefs and fantasies—all the why's, if's, and what-might-be's of life.

At times, of course, everyone addresses both sorts of topics, but in their daily lives, and for the most part, Concrete people talk about reality, while Abstract people talk about ideas.

2. Action: Utilitarian vs. Cooperative

Second, at every turn people are trying to accomplish their goals, and if you watch closely how people go about their business, you see that there are two fundamentally opposite types of action.

Some people act primarily in a utilitarian or pragmatic manner, that is, they do what gets results, what achieves their objectives as effectively or efficiently as possible, and only afterwards do they check to see if they are observing the rules or going through proper channels.

Other people act primarily in a cooperative or socially acceptable manner, that is, they try to do the right thing, in keeping with agreed upon social rules, conventions, and codes of conduct, and only later do they concern themselves with the effectiveness of their actions.

These two ways of acting can overlap, certainly, but as they lead their lives Utilitarian people instinctively, and for the most part, do what works, while Cooperative people do what's right.
The Dimensions of Temperament (continued)

The Temperament Matrix

The combination of Communication and Action, as defined in these terms, is what generates the basic character of the four temperaments. The chart below summarizes these dimensions and their interaction in matrix form:

By looking at the Communication-Action nexus in each quadrant, managers can get a good idea of the basic behavior styles of the four temperaments:

- As Concrete Utilitarians, Artisans speak mostly about what they see right in front of them, about what they can get their hands on, and they will do whatever works, whatever gives them a quick, effective payoff, even if they have to bend the rules.

- As Abstract Utilitarians, Rationals speak mostly of what new problems intrigue them and what new solutions they envision, and always pragmatic, they act as efficiently as possible to achieve their objectives, ignoring arbitrary rules and conventions if need be.

- As Concrete Cooperators, Guardians speak mostly of their duties and responsibilities, of what they can keep an eye on and take good care of, and they’re careful to obey the laws, follow the rules, and respect the rights of others.

- As Abstract Cooperators, Idealists speak mostly of what they hope for and imagine might be possible for people, and they want to act in good conscience, always trying to reach their goals without compromising their personal code of ethics.

The chart on the next page indicates the behavioral style strengths and challenges of your team.
Your Team's Behavior Style

The following table shows a summary of your team using comparisons of Cooperator and Utilitarian types and Abstract and Concrete types. The numbers in the boxes are the actual numbers of each type on the team. This will allow you to see the strengths and challenges in each area.

<table>
<thead>
<tr>
<th></th>
<th>Numbers in the boxes are the actual numbers of each type on the team. This will allow you to see the strengths and challenges in each area.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooperators</td>
<td>Results indicate that your team is moderately strong in Cooperator types (Guardians and Idealists). This means that your team has a natural ability to create synergy among the team members and get them working toward goals. Cooperators easily create a friendly and agreeable atmosphere that fosters collaboration and teamwork. However, they may not be interested in effective tools or efficient courses of action, especially if it means creating tension for team members.</td>
</tr>
<tr>
<td>Utilitarians</td>
<td>Results indicate that your team is balanced between Cooperator (Guardians and Idealists) and Utilitarian (Artisans and Rationals) types in this area means that team members will balance of tasks and encouraging the synergy and cooperation between types to manage the balance and harmony of the team.</td>
</tr>
<tr>
<td>Abstract</td>
<td>Results indicate that your team is moderately low on Abstract types (Rationals and Idealists). This could mean your team might not be allocating enough time to brainstorming or coming up with new solutions as their “alternative” ideas and approaches, but are stifled by the many rules and “the way it’s always been done” attitude of the Concrete members.</td>
</tr>
<tr>
<td>Concrete</td>
<td>Results indicate that your team is comprised of a majority of Concrete types (Guardians and Artisans). Concrete types tend to communicate and think in terms of details, specifics, facts, and practicalities as the basis for action. Be on the lookout for the creative and inventive ideas from Abstract team members being dismissed as impractical or unrealistic by the Concrete members, who often look to past experience for guidance about what future steps should be taken.</td>
</tr>
</tbody>
</table>
Your Team’s Effectiveness

When analyzing the composition of your team, it is important to consider performance and effectiveness. Here are some things to look for when evaluating the composition of your team.

Matching Temperament to Task

There isn’t a predetermined distribution of temperament that all team managers "should" strive to achieve. The types of temperament needed on a team will vary depending on the reasons for which the team is assembled. It’s more important that the team’s temperament composition is matched to the task at hand. First, look at the goals of the team and the tasks members are being asked to accomplish. Then look to see if the temperaments on the team will respond naturally to the task at hand.

For example, if the task or project is to manage resources and time carefully, and requires standardization and procedures, a team of Guardians would be a good choice. But if your team needs to work in constant crisis situations such as emergency response, an Artisan Team might be a better choice because they work well under pressure and enjoy constant excitement and change.

Here are some other areas to consider:

- What is the main function of the team?
- Are problems occurring on the team? Are they due to performance or compatibility?
- Is this a new team or an old team?
- Where is the company in its business cycle? Is it older and established or is it a young, new startup?

Unbalanced Distribution

Having an excess or shortage of any Temperament can affect the results produced by the team, but sometimes having an imbalance can be necessary. For example, a team may be composed of 90% Guardians. This could be ideal for assuring that the resources of the company are managed properly, that quality is assured, and that processes are kept in place. However, it is not likely that Guardians would be successful in a constantly changing environment.

Integration

In looking at the distribution of temperaments, you may have one or two team members whose temperament differs from the rest of the team. They may have a different experience than the majority of the team. For example, a lone Idealist on a team of Guardians may feel that things are too rigid and he or she may desire some creative opportunities. Conversely, a lone Guardian on a team of Idealists may yearn for more structure, regularity, and clearly defined work expectations.

Special Projects

If you have a special project, you can use temperament to match team members to the tasks at hand. This is a great opportunity to let team members show skills they may not normally get to express in their regular day-to-day duties.

Hiring New Team Members

When considering potential new team members, you may find a good match in regards to skill sets and outlook. Sometimes you may hire someone who is a mismatch and you should consider filling the same temperament as the rest of the team, or filling in the temperament that is missing.

However, temperament only covers a part of your hiring considerations. Team member compatibility can also come from interactions and experience, so we encourage you to use the vast array of human resources tools available when evaluating a potential new hire.
Team Leader Influence

Sample Company
Sample Team

Team leader: Guardian

In this section, you will find some key management aspects to consider about yourself in relation to the members of your team. You are represented on the chart above with the triangle. Your temperament type is a Guardian. 50.0% of your team members are also Guardians. (You can see a more detailed overview of your personality type in the section: “On Your Team” where you can find towards the end of this report.)

As a Guardian, your natural leadership talent is in the area of logistics: getting the right material to the right place at the right time. You are strongest in the areas of establishing and enforcing procedures and implementing them on the team and across the organization. Your values are likely to be in the areas of organization and keeping systems steady and operational.

Keep in mind that the other temperaments represented on your team may have different values than you and offer greater skills than you in other areas. If you, for example, you can utilize the strategic and analytical skills of the Rationals, the problem solving and immediate tactical skills of the Artisans, or the diplomatic and relationship skills of the Idealists.

This is a sample version of the Team Temperament™ Report, utilized for training purposes in the Temperament Certification™ course.

More information for this section is available in the full Team Temperament™ Report.
Artisans™

- Hogan, Harry
- Kelly, David
- Myers, Carrie

Guardians™

- Gump, Don
- Oliver, Frank
- Park, Greg
- River, Peter
- Ward, Jane

Rationals™

- Haley, Dan

Idealists™

- Dover, Brian

General Overview of Each of the Four Temperaments:

Artisans tend to be interested in acquiring skills and techniques and developing them to a point of excellence. They like work that offers immediate and visible results and has an immediate impact on others and projects. They like to be where the action is and enjoy working in environments that have quick, sweeping changes or problems to solve. They have a natural born ability to manage and lead when immediate tactics are needed.

Artisans value freedom and being able to act spontaneously, make decisions, and take action. They often do not feel bound by rules and procedures, and think they should be able to use whatever resources and tools are immediately available to accomplish a task, even if it's not within normal policy. Though they are practical, they love risks and are not afraid of failure. They push themselves on being bold and taking unconventional actions when others might shrink away.

Artisans will move the project forward.

Guardians tend to be interested in logistics and established ways of doing things. They like to work with schedules, routines, protocols, and clearly defined pathways to success. They enjoy order and a consistent and familiar working environment. They value structure and rules, and strive to make sure that the workplace is a safe place.

Guardians value stability and harmony, gathering and conserving resources, and maintaining institutional values. They tend to be process-oriented and want to know exactly what needs to be done to have a project succeed. They will plan projects or processes in great detail. They are dependable and likely to keep their promises and be accountable for their commitments. They are loyal to the team and sometimes may even complete a task that was not assigned to them if it will move the project forward.

Guardians are visionaries with an ability to plan long term and reach their objectives. Rationals tend to be pragmatic and organized and are always on the look out for the most efficient and effective way to achieve a goal.

Rationals tend to be interested in technology, systems, and inventions. They like to solve problems or create new tools and enjoy work that allows them to make great use of their logic and analytical skills.

Rationals value ingenuity, inventiveness, and competence. They like to master skills and to be excellent in whatever they chose to study and practice. They can be technically oriented and enjoy making great use of tools. They value autonomy and developing their own ideas and approaches.

Rationals tend to be visionaries with an ability to plan long term and reach their objectives. Rationals tend to be pragmatic and organized and are always on the look out for the most efficient and effective way to achieve a goal.

Idealists tend to be interested in diplomacy and human relations. They enjoy work that is meaningful and allows them to explore the needs of others and the possibilities for the future.

Idealists value meaningful work that serves a purpose and makes a difference in the world. They like to have the flexibility to explore as many options as possible. Idealists are committed to the team members and can be enthusiastic and encouraging. They keep the vision alive and help motivate others.

Because of this, Idealists bring enjoyment, happiness, and a sense of belonging to the work place and team members may become very close to each other and bond deeply. They also make connections with other people and teams within the organization.
### Team Temperament Breakout (continued)

#### Artisans™
- Hogan, Harry
- Kelly, David
- Myers, Carrie

#### Guardians™
- Gump, Don
- Oliver, Frank
- Park, Greg
- River, Peter
- Ward, Jane

#### Rationals™
- Haley, Dan

#### Idealists™
- Dover, Brian

### Ideal Team Environment:
- 

#### Learning how to work with tools and equipment, mastering skills and techniques.
- Making and executing quick decisions and being able to take risks and trust their impulses.
- Fun and exciting work with a sense of urgency.
- Lots of challenges and surprises that require action to solve.
- Ability to bend the rules when needed to solve a problem.

#### Being a part of a team and working with others who value hard work and completion.
- Being productive and producing tangible results.
- Working within a clear vision with clearly defined tasks, goals, and routines.
- Stable roles with well-defined responsibilities and expectations.

#### Learning about the humanities and working with people.
- Creating new ways to do something more efficiently and produce results.
- Working within complex systems and abstract data and learning about science, technology, and new concepts.
- Working with experts and modern systems, developing competence.
- Creating long-term strategies, solutions, and plans.

### Least Desirable Team Environment:
- Lots of processes, procedures, or rules that inhibit their ability to improvise and act spontaneously.
- Highly emotional work places where time is spent solving personal problems instead of the task at hand.
- Repetitive, boring work or lack of problems to solve.
- Long-term projects without short-term successes.
- Spending excessive amounts of time planning instead of rolling up sleeves to get work done.

#### When others break the rules, don't follow guidelines, or don't fulfill promises and commitments.
- Swift or constant change that doesn't give them enough time to complete projects or prepare for a new set of expectations.
- Unstructured or unplanned work or undefined goals.
- Being isolated or left out of the group with no ability to interact with others.
- Undeserved promotions or acknowledgements.

#### Overly emotional situations or working with people who need constant positive feedback and assurance.
- Maintaining lots of details and managing repetitive tasks.
- Lack of opportunities to show expertise, inventiveness, or competence.

#### Unethical standards and expectations and bad attitudes or cynicism.
- Repetitive tasks, detail work, and being forced to follow a logical structure for achieving results.
- Managing lots of details or maintaining systems.

---

This is a sample version of the Team Temperament™ Report, utilized for training purposes in the Temperament Certification™ course.

More information for this section is available in the full Team Temperament™ Report.
## Communication:

**Artisans™**
Artisans generally like to have fun in the workplace, so present topics to them in an exciting, upbeat manner. They tend to become bored or easily distracted when messages are communicated in a dull, dry manner.

They like a challenge, so it's best to deliver communications to them with an element of mystery and give them an option to come up with a solution.

**Guardians™**
Guardians like to encourage others to work hard, take more responsibility, and be more serious about life. When communicating with a Guardian, be respectful of authority and try not to bend the rules.

Present information in a practical, methodic way that underscores the values of the institution.

**Rationals™**
Rationals generally like to have lively discussions, argue their positions, and use logic to communicate points. They have a concise communication style and use structured thought and logic to get their points across.

They value concise, to-the-point criticisms and get irritated with grandiose explanations for information that is being presented.

**Idealists™**
Idealists generally like to deal with people and emotions instead of logic and detail. They may be overly emotional (positive or negative) in their responses to the information being delivered and get highly frustrated when they do not get to express that emotion.

When it is necessary to deliver non-positive news or criticism to an idealist, it is important to frame such things in a positive manner and with a vision of the future.

---

**They Rebel By:**

**Breaking something so that it needs fixing.**

**Creating rules.**

**Finding loopholes, ignoring the rules, or working around a rule that isn't efficient.**

**Excluding others from the system or the group, or denying them perks and benefits.**

**Disengaging from the team and becoming uncooperative or argumentative.**

**Second guessing and criticizing what others say or do.**

**Using guilt to criticize or control.**

**Shutting down feelings and losing interest.**

**Retracting emotional support and encouragement.**

---

**They Seek:**

**Experiences**

**Freedom**

**Skills**

**Structure**

**Stability**

**Predictability**

**Knowledge**

**Efficiency**

**Competence**

**Values**

**Harmony**

**Integrity**

---

**Are Proud When They:**

**Have an impact**

**Keep their commitments**

**Create comprehensive systems**

**Nurture people or causes**

---

**Time Orientation:**

**Look at present needs to see what actions are needed**

**Look to the past for guidance**

**Using goals**

**Look to the future for possibilities**

---

This is a sample version of the Team Temperament™ Report, utilized for training purposes in the Temperament Certification™ course.

More information for this section is available in the full Team Temperament™ Report.
# Team Temperament Breakout (continued)

<table>
<thead>
<tr>
<th>Artisans™</th>
<th>Guardians™</th>
<th>Rationals™</th>
<th>Idealists™</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hogan, Harry</td>
<td>Gump, Don</td>
<td>Haley, Dan</td>
<td>Dover, Brian</td>
</tr>
<tr>
<td>Kelly, David</td>
<td>Oliver, Frank</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Myers, Carrie</td>
<td>Park, Greg</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>River, Peter</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ward, Jane</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## How They Lead:

**Artisans lead by offering encouragement frequently and acting swiftly with great confidence and charisma.** Because they naturally project confidence, they can quickly get members of a team working together on a project or common goal.

They offer praise and appreciation easily and generously and will go to great lengths to give their employees good working conditions.

Artisans act swiftly, making and implementing decisions on the fly. They enjoy celebrating the here and now and seeing concrete progress.

**Guardians lead by setting an example of hard work.** They offer stability and dependability to their team members. They pride themselves on being dependable, helpful, and respectable. They can be counted on to be organized and see a job through to completion.

They influence by example and think that if they can be seen doing hard work and having an unwavering commitment to completing a project, others will be inspired to do the same.

They are likely to follow the rules and regulations and expect others to do the same.

**Rationals lead by presenting a clear vision of where the company is going, and the strategy needed to get there.** They are often intriguing to others because they see far beyond the normal vision of the present situation. They usually communicate with logic and a clear, concise report of the problem and needed outcome.

They encourage others to innovate and create new ideas to contribute to the project at hand. They are usually persuasive but not forceful and tend to build many alliances and networks.

**Idealists lead others by connecting personally with all members on the team and showing an honest commitment to others' personal growth.** They can easily determine what is important to others and help them cultivate and explore their talents.

They also lead by enthusiasm and creating a positive, optimistic outlook of the future. They are generous with their compliments and encouragement and they take a genuine interest in the other person's goals and aspirations.

## What They Contribute:

**Can-do attitude**

**Flexibility**

**Confidence**

**Ability to Implement**

**Practicality**

**Conservation**

**Structure**

**Follow through**

**New Methods**

**Vision**

**Systems**

**Future**

**Diplomacy**

**Team Development**

**Inspiration**

**Motivation**

## Motivated By:

Having new challenges and problems to fix.

Being able to master skills and develop new talents.

Being able to make decisions autonomously, and use their instinct to determine what needs to be done and the best way to do it.

## More information for this section is available in the full Team Temperament™ Report.
### Team Temperament Breakout (continued)

<table>
<thead>
<tr>
<th>Artisans™</th>
<th>Guardians™</th>
<th>Rationals™</th>
<th>Idealists™</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hogan, Harry</td>
<td>Gump, Don</td>
<td>Haley, Dan</td>
<td>Dover, Brian</td>
</tr>
<tr>
<td>Kelly, David</td>
<td>Oliver, Frank</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Myers, Carrie</td>
<td>Park, Greg</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>River, Peter</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ward, Jane</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Rewards:

**Artisans** enjoy rewards that complement their innovative contribution to a project. Artisans tend to enjoy an immediate celebration for a job well done. They enjoy flashy, fun and active celebrations that involve socializing. In fact, it’s often a good idea to have an Artisan involved in creating an exciting celebration.

**Guardians** enjoy rewards that complement their dedication to a project. They enjoy ceremonies where they can be publicly acknowledged for the tireless work and commitment they exerted to accomplish a goal. They enjoy working within a clearly defined reward system, such as various giveaways for different levels of years of service.

**Rationals** enjoy rewards that compliment their ingenious contribution to a project. Though they do enjoy celebration events, they are most inspired when they are acknowledged for the competency they brought to the project. They may also enjoy rewards that let them further express their curiosity such as a game or attendance at seminars and ongoing training programs.

**Idealists** enjoy rewards that acknowledge the difference they made with the members of the team or how they made a contribution that made a difference. They enjoy verbal and wordy descriptions of their work and contributions. To celebrate, they enjoy events with significance and meaning, or tokens that are somehow associated with the completed task.

---

This is a sample version of the Team Temperament™ Report, utilized for training purposes in the Temperament Certification™ course. More information for this section is available in the full Team Temperament™ Report.
Team Type Results Overview

The following pages explain the differences between your individual team members. You can use this section to better understand the preferences of the people on your team and learn the things that motivate and inspire them, the things that annoy them, as well as what they do that may annoy others. Here are the overall results from your team in alphabetical order by last name:

<table>
<thead>
<tr>
<th>Name</th>
<th>Temperament</th>
<th>Descriptor</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dover, Brian</td>
<td>Idealist</td>
<td>Teacher</td>
<td>ENFJ</td>
</tr>
<tr>
<td>Gump, Don</td>
<td>Guardian</td>
<td>Inspector</td>
<td>ISTJ</td>
</tr>
<tr>
<td>Hogan, Harry</td>
<td>Artisan</td>
<td>Promoter</td>
<td>ESTP</td>
</tr>
<tr>
<td>Haley, Dan</td>
<td>Rational</td>
<td>Inventor</td>
<td>ENTP</td>
</tr>
<tr>
<td>Kelly, David</td>
<td>Artisan</td>
<td>Promoter</td>
<td>ESTP</td>
</tr>
<tr>
<td>Myers, Carrie</td>
<td>Artisan</td>
<td>Promoter</td>
<td>ESTP</td>
</tr>
<tr>
<td>Oliver, Frank</td>
<td>Guardian</td>
<td>Supervisor</td>
<td>ESTJ</td>
</tr>
<tr>
<td>Park, Greg</td>
<td>Guardian</td>
<td>Provider</td>
<td>ESFJ</td>
</tr>
<tr>
<td>River, Peter</td>
<td>Guardian</td>
<td>Provider</td>
<td>ESFJ</td>
</tr>
<tr>
<td>Ward, Jane</td>
<td>Guardian</td>
<td>Provider</td>
<td>ESFJ</td>
</tr>
</tbody>
</table>

Here is an overview of the distribution of types on your team:

<table>
<thead>
<tr>
<th>Artisan (SP)</th>
<th>Guardian (SJ)</th>
<th>Rational (NT)</th>
<th>Idealist (NF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 (30.0%)</td>
<td>5 (50.0%)</td>
<td>1 (10.0%)</td>
<td>1 (10.0%)</td>
</tr>
<tr>
<td>ESFP</td>
<td>ESTJ</td>
<td>ENTJ</td>
<td>ENFJ</td>
</tr>
<tr>
<td>0 (0.0%)</td>
<td>1 (10.0%)</td>
<td>0 (0.0%)</td>
<td>1 (10.0%)</td>
</tr>
<tr>
<td>ISFP</td>
<td>ISTJ</td>
<td>INTJ</td>
<td>INFJ</td>
</tr>
<tr>
<td>0 (0.0%)</td>
<td>1 (10.0%)</td>
<td>0 (0.0%)</td>
<td>0 (0.0%)</td>
</tr>
<tr>
<td>ESTP</td>
<td>ESFJ</td>
<td>ENTJ</td>
<td>ENFP</td>
</tr>
<tr>
<td>3 (30.0%)</td>
<td>3 (30.0%)</td>
<td>1 (10.0%)</td>
<td>0 (0.0%)</td>
</tr>
<tr>
<td>ISTP</td>
<td>ISFJ</td>
<td>INTP</td>
<td>INFP</td>
</tr>
<tr>
<td>0 (0.0%)</td>
<td>0 (0.0%)</td>
<td>0 (0.0%)</td>
<td>0 (0.0%)</td>
</tr>
</tbody>
</table>

Here is the letter distribution of your team:

<table>
<thead>
<tr>
<th>E</th>
<th>I</th>
<th>J</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 (90.0%)</td>
<td>1 (10%)</td>
<td></td>
</tr>
<tr>
<td>8 (80.0%)</td>
<td>2 (20.0%)</td>
<td></td>
</tr>
<tr>
<td>6 (60.0%)</td>
<td>4 (40.0%)</td>
<td></td>
</tr>
</tbody>
</table>

To see detailed explanations for what the letters mean, please go to the section: “What The Letters Mean” found at the end of this report.
Overview of the Promoter:

Promoters tend to be very persuasive and engaging. They love being where the action is and living in the "here and now", making results happen. They may appear to be empathetic, but are really highly skilled in reading the subtle body language and non-verbal clues that people exhibit and in taking action on those clues.

They can be effective troubleshooters and negotiators, and will often do whatever it takes to get the job done. Promoters love challenges, thrive in crisis, and are highly adaptable to any situation.

How they communicate

Promoters will often need to talk through their ideas and plans or to digest information. If Promoters immediately begin talking about information or a request for information, they may just need to speak their thoughts in order to process it.

Promoters will communicate with others by being persuading, fun loving, and charismatic and often create an exciting picture of the future to get others excited.

How they annoy others

- By being competitive and bragging excessively.
- May frequently not be prepared and rely on improvisation and figuring it out at the last minute.
- Might ignore the long-term planning that has taken place.
- May act prematurely before considering all of the elements of a situation.
- May cause disruptions on the team if they are bored.
- May not be a team player unless in charge.

Strengths

- They are able to negotiate, navigate and move projects forward quickly.
- They can readily make and take calculated risks.
- They have a high capacity for remembering facts and data.
- They like to have fun at work and will keep things lively and interesting.
- They can solve problems on the spot.

Weaknesses

- May trust data and opinions without verifying and validating the information given.
- Can be blunt and demanding, often making insensitive comments and offering callous opinions.
- May want to play or explore activities outside of work instead of completing projects or tasks.
- May act quickly without thinking through the implications of their actions or words.
- May get bored before completing a task, and drop it to move onto something else that is new and exciting.

Leadership Style

- Will take charge in an emergency or stressful situation.
- Will collect lots of data before making decisions.
- After a decision is made, they don't look back. They just keep moving forward, adapting if necessary.

Areas to Work on

- Take tasks all the way through to completion.
- Avoid bragging and do more active listening.
- Balance the short-term "fix" with the long term goals.
- Consider the feelings of others when communicating.
Individual Team Member Letter Distribution

This is the distribution of letters for the individuals on your team. You can use this data to understand more about your team members' tendencies and inclinations based on their letter distribution. A high number on either side of a scale can show a greater likelihood or preference for the traits of that letter.

<table>
<thead>
<tr>
<th>Name</th>
<th>E</th>
<th>I</th>
<th>S</th>
<th>N</th>
<th>F</th>
<th>T</th>
<th>J</th>
<th>P</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dover, Brian</td>
<td>6</td>
<td>4</td>
<td>9</td>
<td>11</td>
<td>11</td>
<td>9</td>
<td>13</td>
<td>7</td>
<td>ENFJ</td>
</tr>
<tr>
<td>Gump, Don</td>
<td>4</td>
<td>6</td>
<td>15</td>
<td>5</td>
<td>6</td>
<td>14</td>
<td>17</td>
<td>3</td>
<td>ISTJ</td>
</tr>
<tr>
<td>Hogan, Harry</td>
<td>7</td>
<td>3</td>
<td>12</td>
<td>8</td>
<td>9</td>
<td>11</td>
<td>9</td>
<td>11</td>
<td>ESTP</td>
</tr>
<tr>
<td>Haley, Dan</td>
<td>5</td>
<td>5</td>
<td>7</td>
<td>13</td>
<td>5</td>
<td>15</td>
<td>8</td>
<td>12</td>
<td>ENTP</td>
</tr>
<tr>
<td>Kelly, David</td>
<td>7</td>
<td>3</td>
<td>13</td>
<td>7</td>
<td>9</td>
<td>11</td>
<td>9</td>
<td>11</td>
<td>ESTP</td>
</tr>
<tr>
<td>Myers, Carrie</td>
<td>6</td>
<td>4</td>
<td>13</td>
<td>7</td>
<td>9</td>
<td>11</td>
<td>9</td>
<td>11</td>
<td>ESTP</td>
</tr>
<tr>
<td>Oliver, Frank</td>
<td>6</td>
<td>4</td>
<td>16</td>
<td>4</td>
<td>6</td>
<td>14</td>
<td>15</td>
<td>5</td>
<td>ESTJ</td>
</tr>
<tr>
<td>Park, Greg</td>
<td>6</td>
<td>4</td>
<td>14</td>
<td>3</td>
<td>13</td>
<td>7</td>
<td>19</td>
<td>1</td>
<td>ESFJ</td>
</tr>
<tr>
<td>River, Peter</td>
<td>5</td>
<td>4</td>
<td>14</td>
<td>5</td>
<td>13</td>
<td>7</td>
<td>14</td>
<td>5</td>
<td>ESFJ</td>
</tr>
<tr>
<td>Ward, Jane</td>
<td>7</td>
<td>3</td>
<td>16</td>
<td>4</td>
<td>12</td>
<td>8</td>
<td>13</td>
<td>7</td>
<td>ESFJ</td>
</tr>
</tbody>
</table>

Team Totals Per Letter: 59 | 40 | 129 | 67 | 93 | 107 | 126 | 73
What the Letters Mean

The letter names of the sixteen types ("ENFJ," for example) are based on four pairs of letters: (E-I), (S-N), (T-F), and (J-P). They represent the four Jung-Myers dimensions of personality. Each pair of letters forms a spectrum, and thus no single letter should be taken as naming a type of person (there are no "Extraverts" or "Thinkers," etc., as such). A personality is a complex unity of traits. These letters merely suggest stronger or weaker tendencies in a person's overall makeup. The pairs of letters stand for the following concepts:

- Extroversion (E) vs. Introversion (I)
- Sensing (S) vs. Intuition (N)
- Thinking (T) vs. Feeling (F)
- Judging (J) vs. Perceiving (P)

An explanation of each of the letters appears on the next pages. In analyzing your team, you can consider distribution of letters throughout your team to see potential team strengths and weaknesses.
What the Letters Mean (continued)

<table>
<thead>
<tr>
<th>Team Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extraversion (E)</td>
</tr>
<tr>
<td>9 (90.0%)</td>
</tr>
<tr>
<td>Introversion (I)</td>
</tr>
<tr>
<td>1 (10%)</td>
</tr>
</tbody>
</table>

The terms "Extraversion" and "Introversion" generally refer to how people interact with other people (socializing) and how they direct their energy and seek information.

Remember, however, that no one is simply an "Extravert" or an "Introvert." These terms are end points on the E-I scale, with most everyone falling somewhere in between, having in their makeup 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 is the most fluid and situational.

**Extraversion (E)**

People with preferences for Extraversion tend to enjoy:

- Developing ideas by discussing them with others
- Having people around, working in groups and teams
- Having lots of interaction and socializing

People who score high in the Extraversion scale tend to be expressive and outwardly directed. They are likely to "Say" first, then "Listen" second. They are likely to first look outwardly for information, and then process the information they have found by discussing it with others.

Another way to look at it is that people who are Extraverted are energized by being around people and talking. They can lose energy when they are alone for long periods of time, or are in environments where they can't interact frequently.

People strong in Extraversion seem more comfortable socializing with groups than being alone. They report that they are energized by contact with other people. Quiet and seclusion can actually exhaust such persons, and they report feelings of loneliness (or power drain) when not in contact with others.

If there are more Extraverted than Introverted members on the team, then be aware that those who are introverted may not be getting enough quiet time to process information and may need some time alone to recharge.

**Introversion (I)**

People with preferences for Introversion tend to enjoy:

- Having long periods of quiet time to think through problems
- Working in small groups or alone
- Being able to think through problems before being asked to comment or make a decision

People who score high in the Introversion scale tend to be attentive and inwardly directed. They are likely to "Listen" first, then "Say" second. They will first look inwardly for information, and then express the information they have found after they have processed it.

Another way to look at it is that people who are Introverted are energized by being alone and having time to think. They can lose energy when they have to do a lot of talking and socializing.

People strong in Introversion are often more comfortable being alone than in a crowd. They draw energy from private, solitary activities, reading, listening to music, working by themselves on their latest project or favorite hobby. If required by their job, family, or social responsibilities to be outgoing or to put forth great social effort, they are soon exhausted and need "down time" in quiet places to rest and recharge their batteries.

If there are more Introverted than Extraverted members on the team, then be aware that the Extraverted may become frustrated that they cannot freely and spontaneously discuss options with other team members.

This is a sample version of the Team Temperament™ Report, utilized for training purposes in the Temperament Certification™ course.

More information for this section is available in the full Team Temperament™ Report.

© 1998 - 2006 AdvisorTeam.com, Inc. All Rights Reserved.
Appendix

Team Map Explained

The Temperament Map was designed to make it easy for members of a team or group to see where they fit within the group. The map is divided into the four temperament quadrants. Those who score as Guardians (SJs) are placed in the green quadrant. Rationals (NTs) are in the blue quadrant. Artisans (SPs) are in the yellow and Idealists (NFs) in the red quadrant.

Each quadrant (temperament) has then been divided into 4 temperament variants or sub-categories. This results in 16 separate sections; each section representing one of the 16 personality types.

Where an individual is placed in their temperament quadrant depends on their overall score. So, individuals who show a preference for Extroversion, or being expressive, are placed in the outer circle. The closer to the circumference of the circle, the higher their level of extroversion. Introverts, or those who are more attentive, are placed closer to the center within the inner circle. The closer to the center, the higher the level of Introversion.

Keirsey Temperament Theory describes those who prefer Thinking over Feeling as Tough Minded; they are found to the right and above the red line. Those who prefer Feeling over Thinking are described as Tender Minded or Friendly; they are found to the left and below the red line.

Keirsey describes those who prefer Judging over Perceiving as “Scheduled;” they are found to the left and above the yellow line. Those who prefer Perceiving over Judging are described as “Probing” and are found to the right and below the yellow line.

This is a sample version of the Team Temperament™ Report, utilized for training purposes in the Temperament Certification™ course. More information for this section is available in the full Team Temperament™ Report.