



---

# The Keirsey Temperament Sorter® II Career Temperament Report

---

Report prepared for: **John Doe**

August 24, 2010



Keirsesey Temperament Sorter-II Career Temperament Report 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. Understanding these personality types and mastering your own can be the keys to achieving your goals.

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

This report is designed to help you understand how the needs and preferences of your temperament shape your career development process. It includes a list of occupations that match the typical work style shared by people of your temperament.

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

### Contents

#### About Your Artisan Temperament

- Temperament and Talent Relationship
- How Temperament Shapes Your Career
- The Artisan (Tactical) Role at Work

#### On the Job

- Being a Promoter
- About You
- Things You're Good At
- Things to Be Aware Of

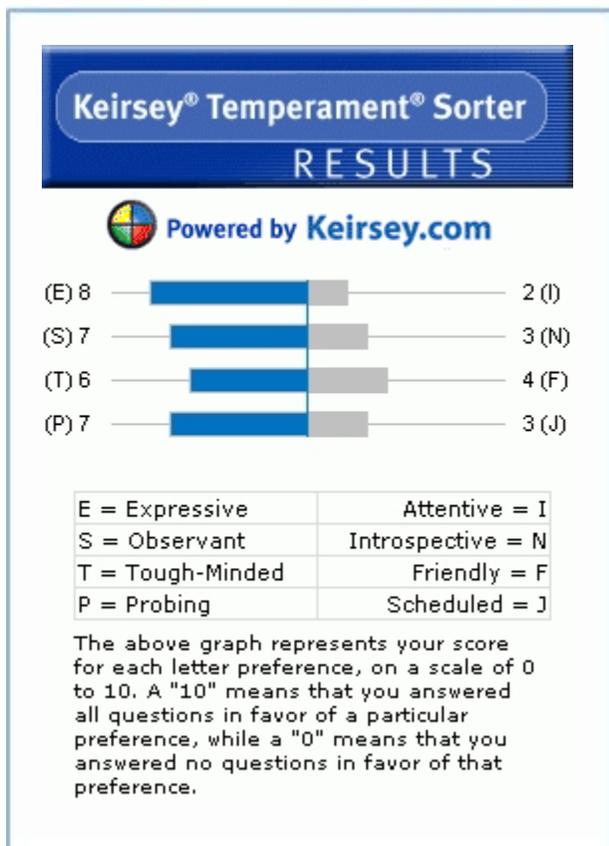
#### Choosing the Best Occupation

- Your Ideal Work Environment
- Tips to Help You Find the Right Workplace

#### Typical Jobs for Your Personality Type

#### Navigating the Job Market

#### FAQs





## About Your Artisan Temperament

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

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

### The Four Types of Artisans Are:

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

### All Artisans share the following core characteristics:

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

## An Overview of the Other Three Temperaments

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

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

**Rationals** are the problem solving temperament, particularly if the problem has to do with the many complex systems that make up the world around us. Rationals might tackle problems in organic systems such as plants and animals, in mechanical systems such as railroads and computers, or in social systems such as families, companies and governments. Whatever



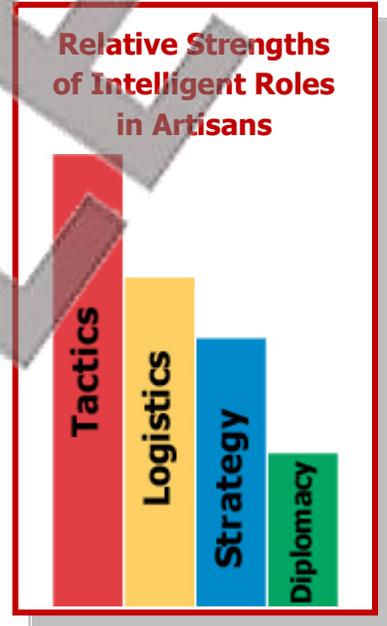
systems fire their curiosity, Rationals will analyze them to understand how they work, so they can then figure out how to make them work better.

## The Relationship Between Temperament and Talent

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

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

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



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

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

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

Rationals use their **strategic** skills in envisioning and setting long-term goals and milestones for meeting objectives. For Rationals, everything is part of a system. Making things work is a matter of understanding the strategic impact of each part of the system and manipulating them accordingly. The rarest of all gifts, the ability to think in the long-term and create new possibilities is particularly valuable in business.



## How Your Temperament Shapes Your Career

As an Artisan, you seek in your work things that others may tend to associate with play, such as the thrill of competition, physical risk, and fun. You are most motivated in environments that offer excitement in all of its forms, from crafting and negotiating business deals to the search for the perfect chord to firefighting and emergency services work.

Your skill at adaptation, love of risk, and distaste for routine means that your career may not follow a predictable track in any of several ways: you may choose to work at start-up organizations or at more established companies during turbulent times; you might choose a physical career over a higher status one, despite a high level of education; and you may change jobs or careers often, perhaps moving on from companies once they leave their quick-growth phase.

### The Artisan (Tactical) Role at Work

Keirsey.com surveyed 5,425 members about their careers. The results illustrated significant differences among the temperaments. The Artisans in our sample, as Keirsey theory predicts, esteem opportunities to respond gracefully to emergent needs and problems. What follows are the aptitudes, favorite activities, values, and preferred workplace rewards for Artisans.

**Aptitudes:** People who share a temperament often share aptitudes: those things that a person can do well without much training, enjoys doing, and will usually volunteer to do when the opportunity arises.

**Adaptation:** Artisans reported that their talent for adaptation is among their most valuable contributions to their work places. Artisans take pleasure in variation and are better than the other temperaments at shifting gears when the situation demands it.

**Tactical Planning:** Artisans also claimed good planning skills. Planning for Artisans does not mean conceptualization or even implementation. Rather, it is the ability to respond artfully and effectively to the requirements and realities of the present.

**Favorite Activities:** While skills and abilities are important, people perform best and are most satisfied when engaged in activities they enjoy tremendously. Artisans prefer to work and live move by move. They have fun when their duties require that kind of responsiveness. Negotiating and craftsmanship are activities that call for interactivity rather than following a sequence of predictable steps. Keirsey describes their communication style as concrete. Artisans express themselves literally and use straightforward language.

**Negotiation:** Stimulated by thinking on their feet, Artisans enjoy taking part in negotiations, making quick judgments about other people's agendas, and coming up with tactical solutions to problems.

**Craftsmanship:** Detail orientation and a love of variation make Artisans masters of craft. They are likely to be perfectionists about the quality of their work products.



**Values:** People most enjoy working where they can relate to their co-workers and to the world in accordance with their values. For Artisans, top values are camaraderie among co-workers and direct involvement in the business of the business.

**Action:** Artisans want to be at the pulse point of the organizations for which they work so that they can have the satisfaction of knowing exactly what their impact is.

**Playfulness:** Artisans enjoy the healthy competition and camaraderie of teams and like to socialize with co-workers. Their relationship style lends itself to the kind of bonding among equals that happens among restaurant workers, at the firehouse, and in fun offices with amenities like climbing walls and pool tables.

**Rewards:** With their concrete, pragmatic sense of their own needs and what it means to be productive, Artisans like to know that their efforts will be affirmed by rewards and benefits they can use. Freedom of movement, literally and figuratively, is important to Artisans. They want to be able to advance within their companies, and they appreciate telecommuting for the movement it permits in their personal lives.

**Novel Problems:** New challenges are what keep Artisans motivated. They want to be rewarded for their results, not their credentials. Artisans appreciate companies that continually provide opportunities to acquire new skills.

**Telecommuting:** Artisans in our survey were more interested in telecommuting than the other temperaments. The sedentary lifestyle and routines of an office can be stressful for them, so they seek ways to create more eventful lives. Telecommuting a day or two a week can provide a rejuvenating change of scenery.



## Being a Promoter

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

### About You:

#### You are apt to:

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

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

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

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



**Things You're Good At:**

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

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

**Things to Be Aware Of:**

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



## Promoters and Choosing the Best Occupation

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

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

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

### Your Ideal Work Environment:

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

## Tips to Help You Find the Right Workplace

**Seek out an active, informal environment where you are judged by what you contribute, not your role.**

You will probably be stressed by workplaces where your creativity is stifled by a job description that acts like a straightjacket; where your solutions to problems are ignored in favor of cumbersome plans and procedures; or where the camaraderie you love is lacking, where the people are leaden and impersonal or (maybe worse) too touchy-feely.

**Success for you equals making your mark on the strength of your own bold actions.**

You might keep score with money or status, or your most valued prize may be seeing yourself (or being seen by others) as the hero who pulled a project's victory from the jaws of defeat, rebuilt a shattered knee, or rescued a person from a burning building. Be wary of work in which success depends upon adherence to rules and your ability to satisfy arbitrary standards and codes of conduct as judged by other people.



**Don't underestimate the value of life experience you picked up beyond the parameters of formal schooling or paid work.**

An ability to stay centered in the moment, the joy you take in risky situations, and your willingness to act without hesitation when the moment is right give rise to what others may perceive as your weakness -- an attitude of expediency. Consider creating your own job by working for yourself or by promoting yourself to organizations as a unique package who can expand the usefulness or enhance the value of their product or service.

SAMPLE



## Typical Jobs for Your Artisan Promoter Personality

Provided below is a non-exhaustive list of occupations you may wish to consider. While all personality types are represented across the spectrum of careers, particular types of work tend to attract particular types of people. Your personality type influences:

- Whether or not you are suited for the inherent demands of the work.
- Whether or not you and your colleagues are likely to be on a similar wavelength.
- Whether or not you enjoy the culture and lifestyle that goes along with the career.

If you are embarking on your first career or considering a career transition, start with this list. You will see the career/job title, a brief description taken from the O-NET (Occupational Information Network) database sponsored by the U.S. Department of Labor, and a link for more information (if available) from the O-NET website. Here you can explore many aspects of the job title, including related jobs, interests, values, activities, and skills.

After reading the career/job descriptions, you might find it useful to browse some actual job listings at CareerBuilder.com. While some of the careers listed below require more education and experience than others, viewing the job listings provides an indication of the current market demand for these positions.

Career / Job	Brief Description		
Real Estate Broker	Operate real estate office or work for commercial real estate firm overseeing real estate transactions. Other duties usually include selling real estate or renting properties and arranging loans.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>
Land Developer	Locate, acquire, develop, and sell land, generally for commercial use.		<a href="#">Job Listings</a>
Lawyer: Litigation	Represent clients in criminal and civil litigation and other legal proceedings, draw up legal documents, and manage or advise clients on legal transactions. May specialize in a single area or may practice broadly in many areas of law.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>
Investment Advisor	Advise clients on financial plans utilizing knowledge of tax and investment strategies, securities, insurance, pension plans, and real estate. Duties include assessing clients' assets, liabilities, cash flow, insurance coverage, tax status, and financial objectives to establish investment strategies.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>
Entrepreneur	Oversee all aspects of a business from startup and financing to management, production, and staffing.		<a href="#">Job Listings</a>
Sales: Retail	Sell merchandise, such as furniture, motor vehicles, appliances, or apparel, in a retail establishment.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>
Sales Representative	Sell goods for wholesalers or manufacturers.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>



Career / Job	Brief Description	o-net™ OnLine	careerbuilder.com
Management Consultant	Conduct organizational studies and evaluations, design systems and procedures, conduct work simplifications and measurement studies, and prepare operations and procedures manuals to assist management in operating more efficiently and effectively. Includes program analysts and management consultants.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>
Military Officer	Officers, who make up 18 percent of the Armed Forces, are the leaders of the military, supervising and managing activities in every occupational specialty.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>
Emergency Medical Technician	Assess injuries, administer emergency medical care, and extricate trapped individuals. Transport injured or sick persons to medical facilities.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>
Mechanical Engineer	Perform engineering duties in planning and designing tools, engines, machines, and other mechanically functioning equipment. Oversee installation, operation, maintenance, and repair of such equipment as centralized heat, gas, water, and steam systems.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>
Physician (e.g., E.R./Surgery)	Treat diseases, injuries, and deformities by invasive methods, such as manual manipulation or the use of instruments and appliances.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>
Politician/Government Executive	Determine and formulate policies and provide overall direction of federal, state, local, or international government activities. Plan, direct, and coordinate operational activities at the highest level of management with the help of subordinate managers.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>
Lobbyist	Engage in influencing public officials, especially legislators.		<a href="#">Job Listings</a>
Market Researcher	Research market conditions in local, regional, or national areas to determine potential sales of a product or service. May gather information on competitors, prices, sales, and methods of marketing and distribution. May use survey results to create a marketing campaign based on regional preferences and buying habits.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>
Electrical Engineer	Design, develop, test, or supervise the manufacturing and installation of electrical equipment, components, or systems for commercial, industrial, military, or scientific use.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>



Career / Job	Brief Description	o-net™ OnLine	careerbuilder.com
Public Relations Specialist	Engage in promoting or creating good will for individuals, groups, or organizations by writing or selecting favorable publicity material and releasing it through various communications media. May prepare and arrange displays and make speeches.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>
Producer / Director (Media)	Produce or direct stage, television, radio, video, or motion picture productions for entertainment, information, or instruction. Responsible for creative decisions, such as interpretation of script, choice of guests, set design, sound, special effects, and choreography.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>
Interior Designer	Plan, design, and furnish interiors of residential, commercial, or industrial buildings. Formulate design which is practical, aesthetic, and conducive to intended purposes, such as raising productivity, selling merchandise, or improving life style. May specialize in a particular field, style, or phase of interior design.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>
Athlete / Sports Competitor	Compete in athletic events.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>
Aircraft Mechanic	Diagnose, adjust, repair, or overhaul aircraft engines and assemblies, such as hydraulic and pneumatic systems.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>
Stock Broker	Buy and sell securities in investment and trading firms and develop and implement financial plans for individuals, businesses, and organizations.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>
Chef	Direct the preparation, seasoning, and cooking of salads, soups, fish, meats, vegetables, desserts, or other foods. May plan and price menu items, order supplies, and keep records and accounts. May participate in cooking.	<a href="#">Job Info</a>	<a href="#">Job Listings</a>
Literary Agent	Represent and promote writers to prospective publishers. May handle contract negotiation and other business matters for clients.	<a href="#">Job Info</a>	



## Navigating the Job Market

While your Keirsey Career Temperament Report does contain a list of careers often selected by people of your personality type, these lists are not exhaustive. Personality is not the only factor in career choice. To identify your best options, consider the big picture -- how your job fits into your whole life.

Here are some central questions to ask yourself as you consider particular jobs or career fields:

### 1. **What will my lifestyle be like if I choose this position or this occupation?**

- Where do you want to live? (What country or region? Do you have a preference for the city over the country or the suburbs? Do you want to live on a boat or in a log cabin?)
- How much money do you need to make?
- How long a commute are you willing to endure?
- How will you structure your career to accommodate future study, travel, children, early retirement, or other goals?
- How many hours per week are you willing to spend on the job?
- What community or creative work may limit the time or energy available to devote to your job?



**2. Will I be comfortable with the culture that surrounds this line of work?**

Identifying your highest priority values is an important step in evaluating any career move. You will be most satisfied working with companies and colleagues who respect and support, if not share, your values.

Choose your top values, starting with the following list of ten:

- Achievement - mastering goals
- Aesthetics - working with beautiful things, being surrounded by beauty
- Affiliation - working with people like you
- Authority - managing or directing other people's work
- Creativity - ability to innovate, to try new approaches
- Ethics/Morals - being free to work in congruence with your own judgments
- High Pay - commanding a large salary
- Independence - being free from other people's direction and control
- Recognition - becoming known for your expertise
- Status - having a high prestige job



**3. Will I be doing work that matters to me?**

- What classes fascinated or absorbed you in high school or college?
- What would you do if money were no object?
- What do you naturally do well?
- What local, societal, or world issues interest you?
- What have been your most satisfying life experiences?
- What life experiences have disappointed you?



## Frequently Asked Questions

### What is temperament? What does it have to do with my career?

Temperament theory describes distinct patterns of approaching the world. Just as young children show a preference for using the right or left hand from a very early age, people seem to display one of the four temperaments: Artisan, Guardian, Rational, or Idealist. Unless you are blocked or deflected from doing so, you develop a unique personality that expresses that temperament.

You will be most satisfied with your work if you choose an occupation that permits you to be yourself -- one that encourages and rewards your natural preferences.

As an example, most people of the Rational temperament like to work in a self-directed manner. They prefer taking orders only from people who have earned their authority having demonstrated their own expertise. People of the Guardian temperament, by contrast, are comfortable nestled within a hierarchy, where they have a named role between their superiors and subordinates.

#### Temperament Tips:

- Your temperament is fundamental to your optimal ways of learning and working.
- Trying to force yourself to become what you're not is likely to lead to dissatisfaction in your career and possibly to poor performance as well.

### Can my temperament tell me what career to pursue or whether or not I should take a particular job?

Temperament alone cannot determine your career choices.

First, temperament is more likely to influence your choice of role and function within a career field than to dictate the path itself. For example, a Rational who chooses a career in the business world is more likely to be an engineer than a stockbroker. However, a Rational reared in a family with a long tradition of work in the arts may be drawn more to one in motion picture sciences than to a business career.

Second, temperament is one of many filters that contribute to your ultimate choice of work.

Some people will sacrifice fit out a sense of duty to a particular cause:

Andy is an Artisan who during his college years at an elite university lived for the weekends when he would go rock climbing or take long bike rides. After he graduated, he decided to make his living as a fishing boat captain in Alaska. The market for that work fell through, and Andy's fiancé and physician father encouraged him to pursue a corporate management career. Despite his Artisan urges for vigorous, physical work in the great outdoors, Andy chose to pursue a more socially acceptable, economically



secure Guardian career path. However, he struck a deal with his employers: during windsurfing season he leaves work every day at 1 pm to play outside then finishes out his hours at home.

Some people value status or need money and will sacrifice their temperamental preferences to acquire those things:

Jane is an avid amateur cyclist. She chose not to go to college, although she did very well on standardized tests and in school; she saw no need for it. At age 35, her work history has consisted of a series of seasonal jobs built around a rigorous schedule of training and racing. Recently, her father was diagnosed with cancer. To help him fight the disease, Jane put her intellectual abilities in high gear. She has subscribed to MedLine, researches his prescription medications in the Physicians' Desk Reference, and asks the attending doctors and nurses well formulated medical questions. Jane is discovering that she actually enjoys science and remembers remorsefully the way she teased the nerds in high school.

### **What motivates people of my temperament?**

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

### **What motivates people of the other temperaments?**

Guardians (SJs) are wired to seek belonging to a group or community. They stabilize relationships and institutions through responsible, conventional, and traditional behavior. They thrive as conservators who establish, nurture, and maintain social structures.

Idealists (NFs) are wired to pursue personal growth, authenticity, and integrity. They yearn to develop themselves fully as individuals and to facilitate growth in others. Idealists thrive when they can turn their attention to personal concerns of their co-workers, clients, and customers and their own personal growth.

Rationals (NTs) are wired to acquire competence and intelligence. They strive to learn, know, predict, and control the resources and ideas in their environment. They thrive in intellectually stimulating, innovative work environments where they are recognized for their expertise.