

## The Keirsey Temperament Sorter (KTS-II)

According to Keirsey Temperament Theory, there are four basic temperament groups which describe human behavior. Keirsey's four temperaments are referred to as Artisans™, Guardians™, Rationals™ and Idealists™. These four temperaments can be further subdivided, often referred to as "Character Types". There are four types of Artisans, four types of Guardians, four types of Rationals, and four types of Idealists.

ARTISAN	GUARDIAN	RATIONAL	IDEALIST
<b>Promoter</b> (ESTP)	<b>Supervisor</b> (ESTJ)	<b>Fieldmarshal</b> (ENTJ)	<b>Teacher</b> (ENFJ)
<b>Crafter</b> (ISTP)	<b>Inspector</b> (ISTJ)	<b>Mastermind</b> (INTJ)	<b>Counselor</b> (INFJ)
<b>Performer</b> (ESFP)	<b>Provider</b> (ESFJ)	<b>Inventor</b> (ENTP)	<b>Champion</b> (ENFP)
<b>Composer</b> (ISFP)	<b>Protector</b> (ISFJ)	<b>Architect</b> (INTP)	<b>Healer</b> (INFP)

The questions in the KTS®-II are designed to sort between four dichotomous pairs of preferences, leading to results which reveal a person's temperament and character type. The four preference scales measure a respondent's preference for the following:

TECHNICAL TERMS	MEANING		TECHNICAL TERMS	MEANING
(E) Extroversion	Expressive	vs.	(I) Introversion	Attentive
(S) Sensing	Observant	vs.	(N) Intuiting	Introspective
(T) Thinking	Tough-Minded	vs.	(F) Feeling	Friendly
(J) Judging	Scheduled	vs.	(P) Perceiving	Probing

[Take the test online.](#)

**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.

Each temperament has its own unique qualities and shortcomings, strengths and challenges. What accounts for these differences? To use the idea of Temperament most effectively, it is important 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*.

### 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*.

### 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 Four Temperaments

- 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.
- 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.

## Guardians® (SJs)

- Supervisors (ESTJ)
- Inspectors (ISTJ)
- Providers (ESFJ)
- Inspectors (ISTJ)

**Guardians® (SJs)** are the cornerstone 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.

All **Guardians** share the following core characteristics:

- Guardians pride themselves on being dependable, helpful, and hard-working.
- Guardians make loyal mates, responsible parents, and stabilizing leaders.
- Guardians tend to be dutiful, cautious, humble, and focused on credentials and traditions.
- Guardians are concerned citizens who trust authority, join groups, seek security, prize gratitude, and dream of meting out justice.

Guardians can have a lot of fun with their friends, but they are quite serious about their duties and responsibilities. Guardians take pride in being dependable

and trustworthy; if there's a job to be done, they can be counted on to put their shoulder to the wheel. Guardians also believe in law and order, and sometimes worry that respect for authority, even a fundamental sense of right and wrong, is being lost. Perhaps this is why Guardians honor customs and traditions so strongly -- they are familiar patterns that help bring stability to our modern, fast-paced world.

Practical and down-to-earth, Guardians believe in following the rules and cooperating with others. They are not very comfortable winging it or blazing new trails; working steadily within the system is the Guardian way, for in the long run loyalty, discipline, and teamwork get the job done right. Guardians are meticulous about schedules and have a sharp eye for proper procedures. They are cautious about change, even though they know that change can be healthy for an institution. Better to go slowly, they say, and look before you leap.

Guardians make up as much as 40 to 45 percent of the population, and a good thing, because they usually end up doing all the indispensable but thankless jobs the rest of the population takes for granted.

**New Video: Portrait of a Guardian**



The Guardian traits of stability, service to others, and sense of heritage and tradition are profiled in Dr. Linda Ferry, a Loma Linda University medical instructor.

2:41

Play this excerpt from **Please Understand Me: The DVD**

**Communication Tip: ISFJ with Artisan Boss**



The Keirsey Temperament Sorter™ II  
Skills for Interacting With Your Boss

Keirsey.com

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You are conscientious and believe in completing jobs thoroughly. Your boss is action-oriented and wants to move quickly to results. Instead of regularly updating your boss about your progress, get to your results as quickly as possible.

From *The Keirsey Temperament Sorter-II Guide to Interacting With Your Boss*

## Supervisors (ESTJ)

**Supervisors** are highly social and community-minded, with many rising to positions of responsibility in their school, church, industry, or civic groups. Supervisors are generous with their time and energy, and very often belong to a variety of service clubs, lodges, and associations, supporting them through steady attendance, but also taking an outspoken leadership role. Supervisors like to take charge of groups and are comfortable issuing orders. They are cooperative with their own superiors, and they would like cooperation from the people working under them. Rank, they believe, has its obligations, but it also has its privileges.

Comprising at least ten percent of the population, Supervisors enjoy and are good at making schedules, agendas, inventories, and so on, and they much prefer tried and true ways of doing things over speculation and experimentation. Supervisors keep their feet firmly on the ground and would like those under their supervision to do the same, whether employee, subordinate, spouse, or offspring. Supervisors have no problem evaluating others and tend to judge how a person is doing in terms of his or her compliance with, and respect for, schedules and procedures.

Supervisors are unbelievably hard-working. Even as children they are industrious, and they usually respect their parents as authority figures. In school Supervisors are often model students, dutifully following directions, doing all their homework, doing it thoroughly, and on time. Above all else, they wish to do what they are supposed to do, and they rarely question the teacher's assignments, method of instruction, standards, or authority. And their industry and perseverance only become more important to them as they grow into adulthood and take on the responsibilities of job and family.

Supervisors approach human relations along traditional lines. Marriage and parenthood are sacred to them, and they tend to have a large circle of friends, with many friendships faithfully maintained over the years. Social gatherings and ceremonies have great meaning for them, and they look forward to holiday parties, club dances, weddings, class reunions, awards banquets, and the like. In social situations, Supervisors are friendly and talk easily with others. Though they can seem a bit formal in their manners, Supervisors are pretty easy to get to know. At ease in polite company, they tend not to confuse people by sending double messages or putting on airs-what they seem to be, they are.

## Inspectors (ISTJ)

The one word that best describes **Inspectors** is **superdependable**. Whether at home or at work, Inspectors are extraordinarily persevering and dutiful, particularly when it comes to keeping an eye on the people and products they are responsible for. In their quiet way, Inspectors see to it that rules are followed, laws are respected, and standards are upheld.

Inspectors (as much as ten percent of the general population) are the true guardians of institutions. They are patient with their work and with the procedures within an institution, although not always with the unauthorized behavior of some people in that institution. Responsible to the core, Inspectors like it when people know their duties, follow the guidelines, and operate within the rules. For their part, Inspectors will see to it that goods are examined and schedules are kept, that resources will be up to standards and delivered when and where they are supposed to be. And they would prefer that everyone be this dependable. Inspectors can be hard-nosed about the need for following the rules in the workplace, and do not hesitate to report irregularities to the proper authorities. Because of this they are often misjudged as being hard-hearted, or as having ice in their veins, for people fail to see their good intentions and their vulnerability to criticism. Also, because Inspectors usually make their inspections without much flourish or fanfare, the dedication they bring to their work can go unnoticed and unappreciated.

While not as talkative as Supervisor Guardians [ESTJs], Inspectors are still highly sociable, and are likely to be involved in community service organizations, such as Sunday School, Little League, or Boy and Girl Scouting, that transmit traditional values to the young. Like all Guardians, Inspectors hold dear their family social ceremonies-weddings, birthdays, and anniversaries - although they tend to be shy if the occasion becomes too large or too public. Generally speaking, Inspectors are not comfortable with anything that gets too fancy. Their words tend to be plain and down-to-earth, not showy or high-flown; their clothes are often simple and conservative rather than of the latest fashion; and their home and work environments are usually neat, orderly, and traditional, rather than trendy or ostentatious. As for personal property, they usually choose standard items over models loaded with features, and they often try to find classics and antiques - Inspectors prefer the old-fashioned to the newfangled every time.

## Providers (ESFJ)

**Providers** take it upon themselves to insure the health and welfare of those in their care, but they are also the most sociable of all the Guardians, and thus are the great nurturers of social institutions such as schools, churches, social clubs, and civic groups. Providers are very likely more than ten percent of the population, and this is fortunate for the rest of us, because friendly social service is a key to their nature. Wherever they go, Providers happily give their time and energy to make sure that the needs of others are met, and that social functions are a success.

Highly cooperative themselves, Providers are skilled in maintaining teamwork among their helpers, and are also tireless in their attention to the details of furnishing goods and services. They make excellent chairpersons in charge of dances, banquets, class reunions, charity fund-raisers, and the like. They are without peer as masters of ceremonies, able to speak publicly with ease and confidence. And they are outstanding hosts or hostesses, knowing everyone by name, and seemingly aware of what everyone's been doing. Providers love to entertain, and are always concerned about the needs of their guests, wanting to make sure that all are involved and provided for.

Friendly, outgoing, neighborly - in a word, Providers are gregarious, so much so that they can become restless when isolated from people. They love to talk with others, and will often strike up a conversation with strangers and chat pleasantly about any topic that comes to mind. Friendships matter a great deal to Providers, and their conversations with friends often touch on good times from years past. Family traditions are also sacred to them, and they carefully observe birthdays and anniversaries. In addition, Providers show a delightful fascination with news of their friends and neighbors. If we wish to know what's been going on in the local community, school, or church, they're happy to fill us in on all the details.

Providers are extremely sensitive to the feelings of others, which makes them perhaps the most sympathetic of all the types, but which also leaves them somewhat self-conscious, that is, highly sensitive to what others think of them. Loving and affectionate themselves, they need to be loved in return. In fact, Providers can be crushed by personal criticism, and are happiest when given ample appreciation both for themselves personally and for the tireless service they give to others.

## Protectors (ISFJ)

We are lucky that **Protectors** make up as much as ten percent of the population, because their primary interest is in the safety and security of those they care about - their family, their circle of friends, their students, their patients, their boss, their fellow-workers, or their employees. Protectors have an extraordinary sense of loyalty and responsibility in their makeup, and seem fulfilled in the degree they can shield others from the dirt and dangers of the world. Speculating and experimenting do not intrigue Protectors, who prefer to make do with time-honored and time-tested products and procedures rather than change to new. At work Protectors are seldom happy in situations where the rules are constantly changing, or where long-established ways of doing things are not respected. For their part, Protectors value tradition, both in the culture and in their family. Protectors believe deeply in the stability of social ranking conferred by birth, titles, offices, and credentials. And they cherish family history and enjoy caring for family property, from houses to heirlooms.

Wanting to be of service to others, Protectors find great satisfaction in assisting the downtrodden, and can deal with disability and neediness in others better than any other type. They are not as outgoing and talkative as the Provider Guardians [ESFJs], and their shyness is often misjudged as stiffness, even coldness, when in truth Protectors are warm-hearted and sympathetic, giving happily of themselves to those in need.

Their reserve ought really to be seen as an expression of their sincerity and seriousness of purpose. The most diligent of all the types, Protectors are willing to work long, hard hours quietly doing all the thankless jobs that others manage to avoid. Protectors are quite happy working alone; in fact, in positions of authority they may try to do everything themselves rather than direct others to get the job done. Thoroughness and frugality are also virtues for them. When Protectors undertake a task, they will complete it if humanly possible. They also know better than any other type the value of a dollar, and they abhor the squandering or misuse of money. To save, to put something aside against an unpredictable future, to prepare for emergencies-these are actions near and dear to the Protector's heart. For all these reasons, Protectors are frequently overworked, just as they are frequently misunderstood and undervalued. Their contributions, and also their economies, are often taken for granted, and they rarely get the gratitude they deserve.

## Artisans (SP)

- **Promoters (ESTP)**
- **Crafters (ISTP)**
- **Performers (ESFP)**
- **Composer (ISFP)**

**Artisans** are the temperament with a natural ability to excel in any of the arts, not only the fine arts such as painting and sculpting, or the performing arts such as music, theater, and dance, but also the athletic, military, political, mechanical, and industrial arts, as well as the "art of the deal" in business.

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.

Artisans are most at home in the real world of solid objects that can be made and manipulated, and of real-life events that can be experienced in the here and now. Artisans have exceptionally keen senses, and love working with their hands. They seem right at home with tools, instruments, and vehicles of all kinds, and their actions are usually aimed at getting them where they want to go, and as quickly as possible. Thus Artisans will strike off boldly down roads that others might consider risky or impossible, doing whatever it

takes, rules or no rules, to accomplish their goals. This devil-may-care attitude also gives the Artisans a winning way with people, and they are often irresistibly charming with family, friends, and co-workers.

Artisans want to be where the action is; they seek out adventure and show a constant hunger for pleasure and stimulation. They believe that variety is the spice of life, and that doing things that aren't fun or exciting is a waste of time. Artisans are impulsive, adaptable, competitive, and believe the next throw of the dice will be the lucky one. They can also be generous to a fault, always ready to share with their friends from the bounty of life. Above all, Artisans need to be free to do what they wish, when they wish. They resist being tied or bound or confined or obligated; they would rather not wait, or save, or store, or live for tomorrow. In the Artisan view, today must be enjoyed, for tomorrow never comes.

There are many Artisans, perhaps 30 to 35 percent of the population, which is good, because they create much of the beauty, grace, fun, and excitement the rest of us enjoy in life.



## Promoters (ESTP)

There are lots of **Promoters** -- maybe ten or so percent of the population, and life is never dull around them. In a word, they are men and women of action. When a Promoter is present, things begin to happen: the lights come on, the music plays, the games begin. Clever and full of fun, Promoters live with a theatrical flourish which makes even the most routine events seem exciting. Not that they waste much time on routine events. In work and in play, Promoters demand new activities and new challenges. Bold and daring at heart, and ever-optimistic that things will go their way, Promoters will take tremendous risks to get what they want, and seem exhilarated by walking close to the edge of disaster. Because of this, they make the very best trouble-spot administrators and negotiators, and they can be outstanding entrepreneurs, able to swing deals and kick-start enterprises in a way no other type can.

Promoters also have a hearty appetite for the finer things of life, the best food, the best wine, expensive cars, and fashionable clothes. And they are extremely sophisticated in social circles, knowing many, many people by name, and knowing how to say just the right thing to most everyone they meet.

Charming, confident, and popular, Promoters delight their friends and investors with their endless supply of stories and jokes. At the same time, these smooth operators are usually something of a mystery to others. While they live in the moment and lend excitement - and unpredictability - to all their relationships, they rarely let anyone get really close to them. They have a low tolerance for authority and commitment, and are likely to leave situations where they are expected to toe the mark, or where they must play second fiddle. Promoters understand well the maxim, "He who travels fastest, travels alone," although they are not likely to be lonely for long, since their boldness and sense of adventure tends to make them highly attractive to many other people.

## Crafters (ISTP)

The nature of **Crafters** is most clearly seen in their masterful operation of tools, equipment, machines, and instruments of all kinds. Most of us use tools in some capacity, of course, but Crafters (as much as ten percent of the population) are the true masters of tool work, with an innate ability to command tools and to become expert at all the crafts requiring tool skills. Even from an early age they are drawn to tools as if to a magnet -- tools fall into their hands demanding use, and they must work with them.

Like all the Artisans, Crafters are people who love action, and who know instinctively that their activities are more enjoyable, and more effective, if done impulsively, spontaneously, subject to no schedules or standards but their own. In a sense, Crafters do not work with their tools, but play with them when the urge strikes them. Crafters also seek fun and games on impulse, looking for any opportunity, and just because they feel like it, to play with their various toys: cars, motorcycles, boats, dune-buggies, hunting rifles, fishing tackle, scuba gear, and on and on. They thrive on excitement, particularly the rush of speed-racing, water-skiing, surfing. And Crafters are fearless in their play, exposing themselves to danger again and again, even despite frequent injury. Of all the types, Crafters are most likely to be risk takers, pitting themselves, or their technique, against chance or odds.

Crafters are hard to get to know. Perhaps this is because they tend to communicate through action, and show little interest in developing language skills. Their lack of expressiveness can isolate them at school and on the job, and even though they hang around with their own kind in play, they let their actions speak for them, and their actual conversation is sparse and brief.

Crafters can be wonderfully generous and loyal to their friends, teammates, and sidekicks, often giving up their evenings or weekends to help with building projects or mechanical repairs-house remodeling, for example, or working on cars or boats. On the other hand, they can be fiercely insubordinate to those in authority, seeing rules and regulations as unnecessarily confining. Crafters will not usually go against regulations openly, but will simply ignore them. More than anything, Crafters want to be free to do their own thing, and they are proud of their ability to do it with an artist's skill.

## Performers (ESFP)

**Performers** have the special ability, even among the Artisans, to delight those around them with their warmth, their good humor, and with their often extraordinary skills in music, comedy, and drama. Whether on the job, with friends, or with their families, Performers are exciting and full of fun, and their great social interest lies in stimulating those around them to take a break from work and worry, to lighten up and enjoy life.

Performers are plentiful, something over ten percent of the population, and this is fortunate, because they bring pleasure to so many of us. Performers are the people for whom it can truly be said "all the world's a stage." Born entertainers, they love the excitement of playing to an audience, and will quickly become the center of attention wherever they are. Performers aren't comfortable being alone, and seek the company of others whenever possible -- which they usually find, for they make wonderful playmates. Performers are smooth, talkative, and witty; they always seem to know the latest jokes and stories, and are quick with wisecracks and wordplay-nothing is so serious or sacred that it can't be made fun of. Performers also like to live in the fast lane, and seem up on the latest fashions of dress, food, drink, and music. Lively and uninhibited, Performers are the life of the party, always trying to create in those around them a mood of eat, drink, and be merry.

The Performers' talent for enjoying life is healthy for the most part, though it also makes them more subject to temptations than the other types. Pleasure seems to be an end in itself for them, and variety is the spice of life. And so Performers are open to trying almost anything that promises them a good time, not always giving enough thought to the consequences.

Like the other Artisans, Performers are incurably optimistic - "Always look on the bright side," is their motto -- and they will avoid worries and troubles by ignoring them as long as possible. They are also the most generous of all the types, and second only to the Composer Artisans [ISFPs] in kindness. Performers haven't a mean or stingy bone in their body-what's theirs is yours-and they seem to have little idea of saving or conserving. They give what they have to one and all without expectation of reward, just as they love freely, and without expecting anything in return. In so many ways, Performers view life as an eternal cornucopia from which flows an endless supply of pleasures.

## Composer (ISFP)

More than the other Artisans, **Composers** are in tune with their senses, and so have a sure grasp of what belongs, and what doesn't belong, in all kinds of works of art. While the other Artisans are skilled with people, tools, and entertainment, Composers have an exceptional ability-seemingly inborn-to work with subtle differences in color, tone, texture, aroma, and flavor.

Although Composers often put long, lonely hours into their artistry, they are just as impulsive as the other Artisans. They do not wait to consider their moves; rather, they act in the here and now, with little or no planning or preparation. Composers are seized by the act of artistic composition, as if caught up in a whirlwind. The act is their master, not the reverse. Composers paint or sculpt, they dance or skate, they write melodies or make recipes-or whatever-simply because they must. They climb the mountain because it is there.

This ability to lose themselves in action accounts for the spectacular individual accomplishments of some Composers, and yet on their social side they show a kindness unmatched by all the other types. Composers are especially sensitive to the pain and suffering of others, and they sympathize freely with the sufferer. Some have a remarkable way with young children, almost as if there were a natural bond of sympathy and trust between them. A similar bond may be seen between some Composers and animals, even wild animals. Many Composers have an instinctive longing for the wilds, and nature seems to welcome them.

Composers are just as plentiful as the other Artisans, say nine or ten per cent of the population, but in general they are very difficult to observe and thus greatly misunderstood. Very likely the difficulty comes from their tendency not to express themselves verbally, but through their works of art. Composers are usually not interested in developing ability in public speaking, or even in the art of conversation; they prefer to feel the pulse of life by touch, in the muscles, in the eyes, in the ears, on the tongue. Make no mistake, Composers are just as interested as other types in sharing their view of the world, and if they find a medium of non-verbal communication-some art form-then they will express their character quite eloquently. If not, they simply remain unknown, their quietness leaving their character all but invisible.



## Idealists (NF)

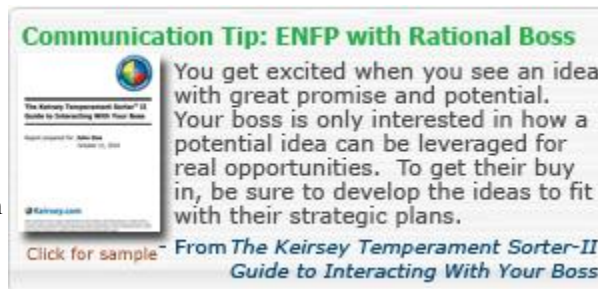
- **Teachers (ENFJ)**
- **Counselors (INFJ)**
- **Champions (ENFP)**
- **Healers (INFP)**

**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. And they want to help others make the journey. 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 to fulfill their potentials.

All **Idealists** share the following core characteristics:

- Idealists are enthusiastic, they trust their intuition, yearn for romance, seek their true self, prize meaningful relationships, and dream of attaining wisdom.
- Idealists pride themselves on being loving, kindhearted, and authentic.
- Idealists tend to be giving, trusting, spiritual, and they are focused on personal journeys and human potentials.
- Idealists make intense mates, nurturing parents, and inspirational leaders.

Idealists are sure that friendly cooperation is the best way for people to achieve their goals. Conflict and confrontation upset them because they seem to put up angry barriers between people. Idealists dream of creating harmonious, even caring personal relations, and they have a unique talent for helping people get along with each other and work together for the good of all. Such interpersonal harmony might be a romantic ideal, but then



**Communication Tip: ENFP with Rational Boss**

You get excited when you see an idea with great promise and potential. Your boss is only interested in how a potential idea can be leveraged for real opportunities. To get their buy in, be sure to develop the ideas to fit with their strategic plans.

Click for sample - From *The Keirsey Temperament Sorter-II Guide to Interacting With Your Boss*

Idealists are incurable romantics who prefer to focus on what might be, rather than what is. The real, practical world is only a starting place for Idealists; they believe that life is filled with possibilities waiting to be realized, rich with meanings calling out to be understood. This idea of a mystical or spiritual dimension to life, the "not visible" or the "not yet" that can only be known through intuition or by a leap of faith, is far more important to Idealists than the world of material things.

Highly ethical in their actions, Idealists hold themselves to a strict standard of personal integrity. They must be true to themselves and to others, and they can be quite hard on themselves when they are dishonest, or when they are false or insincere. More often, however, Idealists are the very soul of kindness. Particularly in their personal relationships, Idealists are without question filled with love and good will. They believe in giving of themselves to help others; they cherish a few warm, sensitive friendships; they strive for a special rapport with their children; and in marriage they wish to find a "soulmate," someone with whom they can bond emotionally and spiritually, sharing their deepest feelings and their complex inner worlds.

Idealists are relatively rare, making up no more than 15 to 20 percent of the population. But their ability to inspire people with their enthusiasm and their idealism has given them influence far beyond their numbers.



**New Video: Portrait of an Idealist**

Adela Cook is the Director of a private school for children. In this profile, she talks about her Idealist quest to make a difference in helping people reach their potential.

2:09

Play this excerpt from **Please Understand Me: The DVD**

## Teachers (ENFJ)

Even more than the other Idealists, **Teachers** have a natural talent for leading students or trainees toward learning, or as Idealists like to think of it, they are capable of calling forth each learner's potentials. Teachers (around two percent of the population) are able - effortlessly, it seems, and almost endlessly-to dream up fascinating learning activities for their students to engage in. In some Teachers, this ability to fire the imagination can amount to a kind of genius which other types find hard to emulate. But perhaps their greatest strength lies in their belief in their students. Teachers look for the best in their students, and communicate clearly that each one has untold potential, and this confidence can inspire their students to grow and develop more than they ever thought possible.

In whatever field they choose, Teachers consider people their highest priority, and they instinctively communicate personal concern and a willingness to become involved. Warmly outgoing, and perhaps the most expressive of all the types, Teachers are remarkably good with language, especially when communicating in speech, face to face. And they do not hesitate to speak out and let their feelings be known. Bubbling with enthusiasm, Teachers will voice their passions with dramatic flourish, and can, with practice, become charismatic public speakers. This verbal ability gives Teachers a good deal of influence in groups, and they are often asked to take a leadership role.

Teachers like things settled and organized, and will schedule their work hours and social engagements well ahead of time -- and they are absolutely trustworthy in honoring these commitments. Valuing as they do interpersonal cooperation and harmonious relations, Teachers are extraordinarily tolerant of others, are easy to get along with, and are usually popular wherever they are.

Teachers are highly sensitive to others, which is to say their intuition tends to be well developed. Certainly their insight into themselves and others is unparalleled. Without a doubt, they know what is going on inside themselves, and they can read other people with uncanny accuracy. Teachers also identify with others quite easily, and will actually find themselves picking up the characteristics, emotions, and beliefs of those around them. Because they slip almost unconsciously into other people's skin in this way, Teachers feel closely connected with those around them, and thus show a sincere interest in the joys and problems of their employees, colleagues, students, clients, and loved ones.

## Counselors (INFJ)

**Counselors** have an exceptionally strong desire to contribute to the welfare of others, and find great personal fulfillment interacting with people, nurturing their personal development, guiding them to realize their human potential. Although they are happy working at jobs (such as writing) that require solitude and close attention, Counselors do quite well with individuals or groups of people, provided that the personal interactions are not superficial, and that they find some quiet, private time every now and then to recharge their batteries. Counselors are both kind and positive in their handling of others; they are great listeners and seem naturally interested in helping people with their personal problems. Not usually visible leaders, Counselors prefer to work intensely with those close to them, especially on a one-to-one basis, quietly exerting their influence behind the scenes.

Counselors are scarce, little more than three percent of the population, and can be hard to get to know, since they tend not to share their innermost thoughts or their powerful emotional reactions except with their loved ones. They are highly private people, with an unusually rich, complicated inner life. Friends or colleagues who have known them for years may find sides emerging which come as a surprise. Not that Counselors are flighty or scattered; they value their integrity a great deal, but they have mysterious, intricately woven personalities which sometimes puzzle even them.

Counselors tend to work effectively in organizations. They value staff harmony and make every effort to help an organization run smoothly and pleasantly. They understand and use human systems creatively, and are good at consulting and cooperating with others. As employees or employers, Counselors are concerned with people's feelings and are able to act as a barometer of the feelings within the organization.

Blessed with vivid imaginations, Counselors are often seen as the most poetical of all the types, and in fact they use a lot of poetic imagery in their everyday language. Their great talent for language-both written and spoken-is usually directed toward communicating with people in a personalized way. Counselors are highly intuitive and can recognize another's emotions or intentions - good or evil - even before that person is aware of them. Counselors themselves can seldom tell how they came to read others' feelings so keenly. This extreme sensitivity to others could very well be the basis of the Counselor's remarkable ability to experience a whole array of psychic phenomena.

## Champions (ENFP)

Like the other Idealists, **Champions** are rather rare, say three or four percent of the population, but even more than the others they consider intense emotional experiences as being vital to a full life. Champions have a wide range and variety of emotions, and a great passion for novelty. They see life as an exciting drama, pregnant with possibilities for both good and evil, and they want to experience all the meaningful events and fascinating people in the world. The most outgoing of the Idealists, Champions often can't wait to tell others of their extraordinary experiences. Champions can be tireless in talking with others, like fountains that bubble and splash, spilling over their own words to get it all out. And usually this is not simple storytelling; Champions often speak (or write) in the hope of revealing some truth about human experience, or of motivating others with their powerful convictions. Their strong drive to speak out on issues and events, along with their boundless enthusiasm and natural talent with language, makes them the most vivacious and inspiring of all the types.

Fiercely individualistic, Champions strive toward a kind of personal authenticity, and this intention always to be themselves is usually quite attractive to others. At the same time, Champions have outstanding intuitive powers and can tell what is going on inside of others, reading hidden emotions and giving special significance to words or actions. In fact, Champions are constantly scanning the social environment, and no intriguing character or silent motive is likely to escape their attention. Far more than the other Idealists, Champions are keen and probing observers of the people around them, and are capable of intense concentration on another individual. Their attention is rarely passive or casual. On the contrary, Champions tend to be extra sensitive and alert, always ready for emergencies, always on the lookout for what's possible.

Champions are good with people and usually have a wide range of personal relationships. They are warm and full of energy with their friends. They are likable and at ease with colleagues, and handle their employees or students with great skill. They are good in public and on the telephone, and are so spontaneous and dramatic that others love to be in their company. Champions are positive, exuberant people, and often their confidence in the goodness of life and of human nature makes good things happen.

## Healers (INFP)

**Healers** present a calm and serene face to the world, and can seem shy, even distant around others. But inside they're anything but serene, having a capacity for personal caring rarely found in the other types. Healers care deeply about the inner life of a few special persons, or about a favorite cause in the world at large. And their great passion is to heal the conflicts that trouble individuals, or that divide groups, and thus to bring wholeness, or health, to themselves, their loved ones, and their community.

Healers have a profound sense of idealism that comes from a strong personal sense of right and wrong. They conceive of the world as an ethical, honorable place, full of wondrous possibilities and potential goods. In fact, to understand Healers, we must understand that their deep commitment to the positive and the good is almost boundless and selfless, inspiring them to make extraordinary sacrifices for someone or something they believe in. Set off from the rest of humanity by their privacy and scarcity, Healers can often feel even more isolated in the purity of their idealism.

Also, Healers might well feel a sense of separation because of their often misunderstood childhood. Healers live a fantasy-filled childhood—they are the prince or princess of fairy tales—an attitude which, sadly, is frowned upon, or even punished, by many parents. With parents who want them to get their head out of the clouds, Healers begin to believe they are bad to be so fanciful, so dreamy, and can come to see themselves as ugly ducklings. In truth, they are quite OK just as they are, only different from most others—swans reared in a family of ducks.

At work, Healers are adaptable, welcome new ideas and new information, are patient with complicated situations, but impatient with routine details. Healers are keenly aware of people and their feelings, and relate well with most others. Because of their deep-seated reserve, however, they can work quite happily alone. When making decisions, Healers follow their heart not their head, which means they can make errors of fact, but seldom of feeling. They have a natural interest in scholarly activities and demonstrate, like the other Idealists, a remarkable facility with language. They have a gift for interpreting stories, as well as for creating them, and thus often write in lyric, poetic fashion. Frequently they hear a call to go forth into the world and help others, a call they seem ready to answer, even if they must sacrifice their own comfort.

## Rationals (NT)

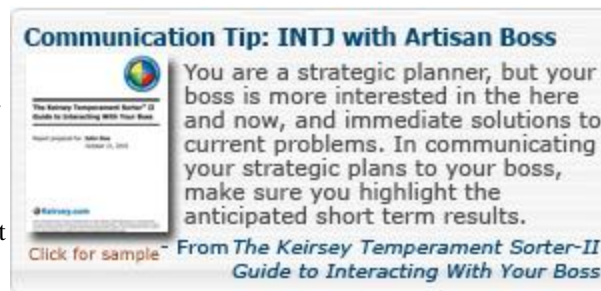
- **Architects (INTP)**
- **Masterminds (INTJ)**
- **Inventors (ENTP)**
- **Fieldmarshal (ENTJ)**

**Rationals (NT)** 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, or in mechanical systems such as railroads and computers, or in social systems such as families and companies and governments. But whatever systems fire their curiosity, Rationals will analyze them to understand how they work, so they can figure out how to make them work better.

All **Rationals** share the following core characteristics:

- Rationals tend to be pragmatic, skeptical, self-contained, and focused on problem-solving and systems analysis.
- Rationals pride themselves on being ingenious, independent, and strong willed.
- Rationals make reasonable mates, individualizing parents, and strategic leaders.
- Rationals are even-tempered, they trust logic, yearn for achievement, seek knowledge, prize technology, and dream of understanding how the world works.

In working with problems, Rationals try to find solutions that have application in the real world, but they are even more interested in the abstract concepts involved, the fundamental principles or natural laws that underlie the particular case. And they are completely pragmatic about their ways and means of achieving their ends. Rationals don't care about being politically correct. They are interested in the most efficient solutions possible, and will listen



**Communication Tip: INTJ with Artisan Boss**

You are a strategic planner, but your boss is more interested in the here and now, and immediate solutions to current problems. In communicating your strategic plans to your boss, make sure you highlight the anticipated short term results.

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to anyone who has something useful to teach them, while disregarding any authority or customary procedure that wastes time and resources.

Rationals have an insatiable hunger to accomplish their goals and will work tirelessly on any project they have set their mind to. They are rigorously logical and fiercely independent in their thinking -- are indeed skeptical of all ideas, even their own -- and they believe they can overcome any obstacle with their will power. Often they are seen as cold and distant, but this is really the absorbed concentration they give to whatever problem they're working on. Whether designing a skyscraper or an experiment, developing a theory or a prototype technology, building an aircraft, a corporation, or a strategic alliance, Rationals value intelligence, in themselves and others, and they pride themselves on the ingenuity they bring to their problem solving.

Rationals are very scarce, comprising as little as 5 to 10 percent of the population. But because of their drive to unlock the secrets of nature, and to develop new technologies, they have done much to shape our world.



**New Video: Portrait of a Rational**

Cindy Miller discusses the Rational need to strive for competence, and to continuously learn and master new skills. How do you compare to this Rational profile?

2:46

Play this excerpt from **Please Understand Me: The DVD**

## Architects (INTP)

**Architects** need not be thought of as only interested in drawing blueprints for buildings or roads or bridges. They are the master designers of all kinds of theoretical systems, including school curricula, corporate strategies, and new technologies. For Architects, the world exists primarily to be analyzed, understood, explained - and re-designed. External reality in itself is unimportant, little more than raw material to be organized into structural models. What is important for Architects is that they grasp fundamental principles and natural laws, and that their designs are elegant, that is, efficient and coherent.

Architects are rare - maybe one percent of the population - and show the greatest precision in thought and speech of all the types. They tend to see distinctions and inconsistencies instantaneously, and can detect contradictions no matter when or where they were made. It is difficult for an Architect to listen to nonsense, even in a casual conversation, without pointing out the speaker's error. And in any serious discussion or debate Architects are devastating, their skill in framing arguments giving them an enormous advantage. Architects regard all discussions as a search for understanding, and believe their function is to eliminate inconsistencies, which can make communication with them an uncomfortable experience for many.

Ruthless pragmatists about ideas, and insatiably curious, Architects are driven to find the most efficient means to their ends, and they will learn in any manner and degree they can. They will listen to amateurs if their ideas are useful, and will ignore the experts if theirs are not. Authority derived from office, credential, or celebrity does not impress them. Architects are interested only in what make sense, and thus only statements that are consistent and coherent carry any weight with them.

Architects often seem difficult to know. They are inclined to be shy except with close friends, and their reserve is difficult to penetrate. Able to concentrate better than any other type, they prefer to work quietly at their computers or drafting tables, and often alone. Architects also become obsessed with analysis, and this can seem to shut others out. Once caught up in a thought process, Architects close off and persevere until they comprehend the issue in all its complexity. Architects prize intelligence, and with their grand desire to grasp the structure of the universe, they can seem arrogant and may show impatience with others who have less ability, or who are less driven.

## Masterminds (INTJ)

All Rationals are good at planning operations, but **Masterminds** are head and shoulders above all the rest in contingency planning. Complex operations involve many steps or stages, one following another in a necessary progression, and Masterminds are naturally able to grasp how each one leads to the next, and to prepare alternatives for difficulties that are likely to arise any step of the way. Trying to anticipate every contingency, Masterminds never set off on their current project without a Plan A firmly in mind, but they are always prepared to switch to Plan B or C or D if need be.

Masterminds are rare, comprising no more than one to two percent of the population, and they are rarely encountered outside their office, factory, school, or laboratory. Although they are highly capable leaders, Masterminds are not at all eager to take command, preferring to stay in the background until others demonstrate their inability to lead. Once they take charge, however, they are thoroughgoing pragmatists. Masterminds are certain that efficiency is indispensable in a well-run organization, and if they encounter inefficiency -- any waste of human and material resources -- they are quick to realign operations and reassign personnel. Masterminds do not feel bound by established rules and procedures, and traditional authority does not impress them, nor do slogans or catchwords. Only ideas that make sense to them are adopted; those that don't, aren't, no matter who thought of them. Remember, their aim is always maximum efficiency.

In their careers, Masterminds usually rise to positions of responsibility, for they work long and hard and are dedicated in their pursuit of goals, sparing neither their own time and effort nor that of their colleagues and employees. Problem-solving is highly stimulating to Masterminds, who love responding to tangled systems that require careful sorting out. Ordinarily, they verbalize the positive and avoid comments of a negative nature; they are more interested in moving an organization forward than dwelling on mistakes of the past.

Masterminds tend to be much more definite and self-confident than other Rationals, having usually developed a very strong will. Decisions come easily to them; in fact, they can hardly rest until they have things settled and decided. But before they decide anything, they must do the research. Masterminds are highly theoretical, but they insist on looking at all available data before they embrace an idea, and they are suspicious of any statement that is based on shoddy research, or that is not checked against reality.

## Inventors (ENTP)

**Inventors** begin building gadgets and mechanisms as young children, and never really stop, though as adults they will turn their inventiveness to many kinds of organizations, social as well as mechanical. There aren't many Inventors, say about two percent of the population, but they have great impact on our everyday lives. With their innovative, entrepreneurial spirit, Inventors are always on the lookout for a better way, always eyeing new projects, new enterprises, new processes. Always aiming to "build a better mousetrap." Inventors are keenly pragmatic, and often become expert at devising the most effective means to accomplish their ends. They are the most reluctant of all the types to do things in a particular manner just because that's the way they have been done. As a result, they often bring fresh, new approaches to their work and play. They are intensely curious and continuously probe for possibilities, especially when trying to solve complex problems. Inventors are filled with ideas, but value ideas only when they make possible actions and objects. Thus they see product design not as an end in itself, but as a means to an end, as a way of devising the prototype that works and that can be brought to market. Inventors are confident in their pragmatism, counting on their ability to find effective ways and means when they need them, rather than making a detailed blueprint in advance. A rough idea is all they need to feel ready to proceed into action.

Inventors often have a lively circle of friends and are interested in their ideas and activities. They are usually easy-going, seldom critical or carping. Inventors can be engaging conversationalists, able to express their own complicated ideas and to follow the ideas of others. When arguing issues, however, they may deliberately employ debate skills to the serious disadvantage of their opponents.

Inventors are usually non-conformists in the workplace, and can succeed in many areas as long as the job does not involve too much humdrum routine. They make good leaders on pilot projects that test their ingenuity. And they are skilled at engineering human relationships and human systems, quickly grasping the politics of institutions and always wanting to understand the people within the system rather than tell them what to do. No matter what their occupation, however, Inventors display an extraordinary talent for rising to the demands of even the most impossible situations. "It can't be done" is a challenge to an Inventor and elicits a reaction of "I can do it."

## Fieldmarshal (ENTJ)

Of the four aspects of strategic analysis and definition it is the marshaling or situational organizing role that reaches the highest development in the **Fieldmarshal**. As this kind of role is practiced some contingency organizing is necessary, so that the second suit of the Fieldmarshal's intellect is devising contingency plans. Structural and functional engineering, though practiced in some degree in the course of organizational operations, tend to be not nearly as well developed and are soon outstripped by the rapidly growing skills in organizing. But it must be said that any kind of strategic exercise tends to bring added strength to engineering as well as organizing skills.

Hardly more than two percent of the total population, Fieldmarshals are bound to lead others, and from an early age they can be observed taking command of groups. In some cases, they simply find themselves in charge of groups, and are mystified as to how this happened. But the reason is that they have a strong natural urge to give structure and direction wherever they are - to harness people in the field and to direct them to achieve distant goals. They resemble Supervisors in their tendency to establish plans for a task, enterprise, or organization, but Fieldmarshals search more for policy and goals than for regulations and procedures.

They cannot *not* build organizations, and cannot *not* push to implement their goals. When in charge of an organization, whether in the military, business, education, or government, Fieldmarshals more than any other type desire (and generally have the ability) to visualize where the organization is going, and they seem able to communicate that vision to others. Their organizational and coordinating skills tends to be highly developed, which means that they are likely to be good at systematizing, ordering priorities, generalizing, summarizing, marshaling evidence, and at demonstrating their ideas. Their ability to organize, however, may be more highly developed than their ability to analyze, and the Fieldmarshal leader may need to turn to an Inventor or Architect to provide this kind of input.

Fieldmarshals will usually rise to positions of responsibility and enjoy being executives. They are tireless in their devotion to their jobs and can easily block out other areas of life for the sake of their work. Superb administrators in any field - medicine, law, business, education, government, the military - Fieldmarshals organize their units into smooth-functioning systems, planning in advance, keeping both short-term and long-range objectives well in mind. For the Fieldmarshal, there must always be a goal-directed reason for doing anything, and people's feelings usually are not sufficient reason. They prefer decisions to be based on impersonal data, want to work from well thought-out plans, like to use engineered operations - and they expect others to follow suit. They are ever intent on reducing bureaucratic red tape, task redundancy, and aimless confusion in the workplace, and they are willing to dismiss employees who cannot get with the program and increase their efficiency. Although Fieldmarshals are tolerant of established procedures, they can and will abandon any procedure when it can be shown to be ineffective in accomplishing its goal. Fieldmarshals root out and reject ineffectiveness and inefficiency, and are impatient with repetition of error.