

Name: 3243

Temperament: Guardian™
Type: Supervisor (ESTJ)

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 Guardian (SJ). You have a lot of company out there, as Guardians make up as much as 40 to 45 percent of the population. This is a good thing, because Guardians usually end up doing all the indispensable but thankless jobs the rest of the world takes for granted. Your particular personality type, the Supervisor (ESTJ), makes up at least 10 percent of the total population.

This report is designed to help you understand how the needs and preferences of your temperament shape who you are and how you behave. Based on more than 50 years of research by Dr. David W. Keirsey, the Keirsey Temperament Sorter-II has been completed by millions of people worldwide.

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)

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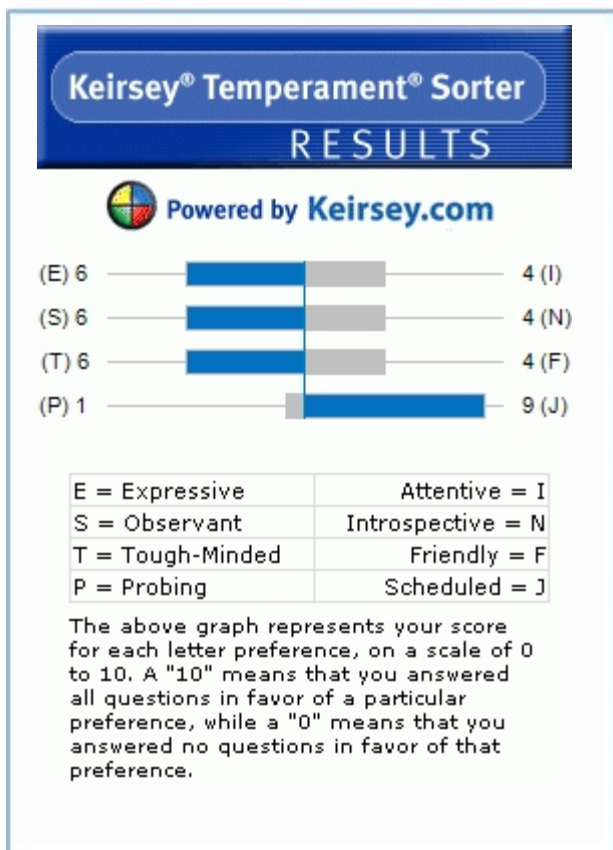
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About Your Guardian Temperament

There are four types of Guardians (SJs): Supervisors, Inspectors, Providers, and Protectors. These four personality types share several core characteristics. Firstly, Guardians are dependable, hard-working individuals focused on credentials and traditions.

Guardians tend to be both helpful and dutiful, with a strong work ethic that can take them far. However, grand rewards aren't necessarily very important to Guardians. Instead, they tend to be humble types who are happy to simply receive gratitude for a job well done. Guardians are typically more cautious and deliberate than many people are; this is not a temperament that jumps into any personal or professional situation half-cocked. Their grounded approach to life can make Guardians loyal mates, responsible parents, and stabilizing leaders. Indeed, this group can serve as the very cornerstone of society. They tend to be concerned citizens who are willing to join together with others around them. Perhaps this is because Guardians typically value the camaraderie and security inherent in belonging to groups. As law-abiding individuals who place trust in authority, Guardians will often go out of their way to seek out justice.

The Four Types of Guardians Are:

- **Supervisor (ESTJ)**
- **Inspector (ISTJ)**
- **Provider (ESFJ)**
- **Protector (ISFJ)**

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.

An Overview of the Other Three Temperaments

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.

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 to 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.



Being a Supervisor

Supervisors like you can be highly social, community-minded individuals. As a result, many of your type rise to positions of responsibility at schools and churches, in industry, or in civic groups. By being generous with your time and energy, you may find that at any one time you belong to a number of service clubs, lodges, associations, or other groups.

As a Supervisor, you probably like to take charge in group situations. You may also find that you are more comfortable issuing orders than many around you are. Oftentimes this will result in you taking on the outspoken leadership role in the organizations you belong to. However, being outspoken doesn't mean being difficult. Ordinarily you're the kind to be very cooperative with superiors -- just as you appreciate cooperation from those working under you. For the most part, hierarchies make sense to you. You likely feel that rank is something someone earns; it has its obligations, but it also has its privileges.

You are better than most at making schedules, agendas, inventories, and the like. Perhaps this is because you enjoy doing these things. Organization gives you a certainty that feels very comfortable. Also, if you have a choice between using an established way to accomplish something or experimenting with new methods, you'll usually opt for the tried-and-true. Speculation can make you nervous. Whether at work or at home, you're one who likes to keep your feet firmly on the ground and would like those around you to do the same. This is particularly true if they're an individual who is under your watch, like a staff member or one of your children. You're part of a group that has no problem evaluating others. In your own life you may find that you tend to judge how the people around you are doing in terms of their compliance with, and respect for, schedules and procedures.

It's in your makeup to be a respectful person and an incredibly hard worker. Even as a child you were likely quite industrious and showed respect for your parents and other authority figures. In school, these qualities often make Supervisors like you model students. If this was true of you, you likely followed directions dutifully, did all your homework, and made it to class on time. Supervisors typically wish nothing more than to do what they're supposed to do. As a result, your type is not one to question teachers' assignments, methods of instruction, standards, or authority. The industry and perseverance you showed as a child have probably only become more central to who you are today as you take on more adult responsibilities like work and family.

As a Supervisor, you'll tend to approach human relations along traditional lines. Marriage and parenthood are likely sacred bonds to you. You'll also tend to keep a large circle of friends, faithfully maintaining many friendships across the years. Social gatherings and ceremonies can also have a special place in your heart. You seem to like seeing people come together. As a result, you're usually one who looks forward to holiday parties, club dances, weddings, class reunions, awards banquets, and the like. In most social situations you're apt to be friendly to others and make conversation easily. However, because of your traditional nature, you can come off as a bit formal sometimes. But for the most part Supervisors like you are pretty easy to get to know. You're at ease in polite company and tend not to confuse people by sending double messages or putting on airs. What people see is what they generally get -- and this is a quality to be appreciated.

Famous Supervisors

Did you know that Vince Lombardi and Queen Elizabeth I were both Supervisors too? It's not so surprising when you think about it.



Coach Lombardi was known for his drive to excel and for his skill in leading players to perform to tough, exacting standards.



In her time, Queen Elizabeth I was as cautious, commanding, measured, and responsible as any Supervisor ever was. She was also notably concerned with keeping peace and stability during her reign.

Work and Career

Your Ideal Work Environment

You seem to innately understand how to create smooth, orderly processes in your work environment. You can excel at detailed logistical systems as well as directing others to fulfill their duties.

In your ideal work place, you and your colleagues would know what is expected of you and be predictably rewarded for meeting expectations. A tight ship makes you feel happy and accomplished. As a result, you don't really understand people who rock the boat, particularly when they overstep the bounds of authority or disrupt operations.

Like other Guardians, you are wired to seek belonging within a group or community. As a result, in the workplace you'll typically make attempts to stabilize both relationships and institutions through responsible, conventional behavior. You thrive as a conservator who establishes, nurtures, and maintains traditional social and business structures.

At Work with the Four Temperaments

At Work with Artisans

Artisans (SPs) are wired to seize freedom and spontaneity. They hunger for the liberty to act on their impulses, to play, and to create. They make up about 30 to 35% of the population.

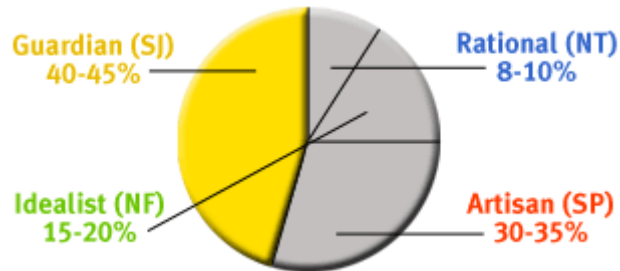


In business, Artisans are crisis managers and troubleshooters. They can be experts at solving problems and doing what is necessary, whether they are expressly permitted to or not. They are practical, resourceful, flexible, and risk-taking individuals. Co-workers are apt to enjoy their creativity and verbal wit but may perceive Artisans as indecisive or even as troublemakers.

You may find that you are frustrated working with many Artisans, as their focus on getting things done often leads them to disregard rules, procedures, and hierarchies that you know are important in maintaining structure and order within the organization. However, you often appreciate their keen sense of reality and tactical maneuvering abilities.

At Work with Guardians

Guardians (SJs) are wired to seek belonging to a group or community. They often stabilize relationships and institutions through their responsible, conventional behavior. They make up about 40 to 45% of the population.



At work, Guardians tend to be administrators and managers. They can be experts at doing what needs to be done in the manner it must be done. They are dependable, accountable, realistic, and service-oriented. Co-workers likely appreciate their desire to belong and contribute but may perceive Guardians as being either slave drivers or sticks-in-the-mud.

If you are part of a group that is predominantly Guardians, occasionally invite people of the other temperaments in to stir the pot. Guardians' tendency to stick to the tried-and-true and need for stability may cause your team to miss opportunities available by stepping out of the box.

At Work with Idealists

Idealists (NFs) are wired to pursue personal growth, authenticity, and integrity. They can yearn both to develop fully as individuals and to facilitate growth in others. Idealists make up 15 to 20% of the population.

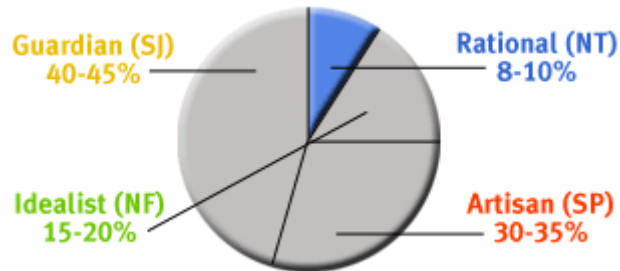


In work environments, Idealists are usually positive, helpful, and people-oriented. They can be experts at dealing with the human resource concerns of an organization, whether these issues are part of their job description or not. Idealists are warm, idealistic, caring individuals. Co-workers are apt to appreciate their authenticity and loyalty to the human side of the business but may perceive Idealists as not being effective enough or even as being flaky.

Idealists are naturally more in tune with the feelings and morale of the team than you are. As you pursue organizational objectives, an Idealist colleague can help you in watching that you don't inadvertently squash other team members in your path.

At Work with Rationals

Rationals (NTs) are wired to acquire competence and intelligence. Ordinarily they strive to learn, know, predict, and control the resources and ideas in their environment. They make up a little less than 10% of the population.



In the workplace, Rationals are often the researchers and strategists. They can be experts at conceptualizing and seeing the big picture, as well as architecting and implementing the necessary systems. They are logical, precise, independent individuals who usually are responsive to new ideas. Co-workers often appreciate their ingenuity and competence but may perceive Rationals as being impersonal and not good with follow-through.

You may find that Rationals can seem somewhat arrogant to you as co-workers. Like the Artisans, they have little regard for most rules and procedures, discarding either whenever they find something they see as working better. They also tend to disregard seniority and authority, focusing only on whether or not (they believe) a person is competent. However, you can take advantage of their ability to think outside the box and usually appreciate their strategic insights when not offered in an arrogant manner.

Tips to Help You Find the Right Workplace

- Seek out a relatively structured environment where people work well together.
- Look for environments where there's enough of a sense of order that you feel comfortable, supported, and productive.
- Don't let your need for comfort and security stand between you and opportunities to learn new skills, contribute in ways you may not have imagined, or take advantage of positive changes in your company or field.

When it comes to your work life, you're part of a pretty satisfied bunch. Overall, Guardians seemed to be as satisfied in their jobs as both the Idealists and Rationals. About 75% of Guardians identify themselves as being happy in their current positions. Challenging work and altruistic service seemed to be the factors that created the most job satisfaction for Guardians. Perks like being allowed to bring pets to work or have company-sponsored beer on Fridays held much less importance. Guardians are types who enjoy being of service, so feeling challenged and providing service to the employer really are top priorities, especially if that employer provides altruistic services to the community at large.

Love and Relationships

Even in love you usually have a game plan for your life, one you don't often stray from for the sake of emotion. While this nature may seem unromantic or unexciting to some, it can feel important for you to have this kind of structure and vision for yourself. After a period of playing the field, you long to find the kind of partner with whom you can meet the milestones of life. The type of person who you seek will be apt to have a good background, quality education, and solid career prospects. This person is also likely to be the kind who will make a good parent and be a respectable, upstanding member of your community. In essence, you seek someone whose life and values are compatible with your own. For a romantic partner, you may look for people who are somewhat different than you. As a result, more relaxed, fun-loving types can be very attractive to you. Chances are you admire their openness and ability to move through life unscripted. During the early stages of relationships, these differences are likely to be especially endearing and fun.

About You

You are especially likely to enjoy the formality and ceremonies surrounding your relationship. You are also good at organizing events to create meaningful experiences. Supervisors are among the most likely types to try to micromanage their mate's life to avoid infidelity.

Generally speaking, you're not in a hurry when dating. You enjoy the process unless you feel that time is running out. Because of your courteousness, sociability, and thoughtfulness, you are likely to be a reasonably popular date.

One difficulty you may have in a relationship is that you may feel that your partner is too frivolous and not serious enough. You may wonder if they're really mature enough to handle what life can throw at them. It is important to remember that those who are more flexible are likely to bend but not break in a storm. You will have a more fulfilled life if you can periodically put aside cares and simply enjoy the moment. This is especially true in relationships with both your mate and your children.

In the same way, one aspect about you that may cause your partner problems is your hard-charging approach to life. Set aside time to spend with your partner to simply enjoy being with them and savoring the moment. Be careful not to hold onto your partner too closely. Allow them some freedom, and they'll gladly let you take care of them.

About Your Partner

If Your Partner Is an Artisan

Guardian (SJ)/Artisan (SP): Guardian/Artisan pairings are complementary relationships where the partners' natural tendencies can balance one another nicely. For Guardians, an impetuous Artisan can sometimes seem like a child to rear and at other times like a wonderful diversion from their own nose-to-the-grindstone existence. For Artisans, a responsible, concerned Guardian can seem like a real Rock of Gibraltar to ground themselves to and a person who relieves them of some of the tedious chores of life. However, these couples don't always see eye to eye on money matters, with Guardians desiring practicality and savings for the future



and Artisans wanting the excitement of a grand gesture. For the relationship to succeed it is necessary that they retain tolerance and goodwill on both sides and appreciate the skills each brings to the pairing.

What Artisans find romantic on a date: There are two kinds of dates Artisans tend to like: one is an extravagant meal at a place with a fantastic view; another is doing some sort of physical activity, such as a sport, hiking, or a board game that includes some competition and physical contact.

What Artisans look for when dating: When Artisans are dating, they tend to look for a calm, practical person to provide them stability. Sexual chemistry is very important as well. Once the relationship becomes established, they want their partner to liven up and quit being so serious.

What makes Artisans jealous: Infidelity, such as touching someone else inappropriately, will make them very jealous. Another thing that makes Artisans jealous is if the partner gives gifts to others or makes an extravagant gesture for someone else.

How Artisans show jealousy: Artisans are the most likely temperament to react physically, such as throwing the partner's belongings out, etc. If their partner starts cheating, they may cheat too. They may either compete to win their mate back or give their partner the cold shoulder.

How Artisans like to be romantic: Artisans like to be romantic with big gestures -- something unexpected and high style. Other ways they are romantic is with teasing and active flirting involving physical contact. They love sensual or exciting times, such as fine dining, gaming, or risky adventures.

How Artisans show their love: Artisans show their love with regular physical affection, including kisses, back rubs, and hugs. They also like to give gifts. They give gifts at all times of the year, and the gifts tend to be things that are not necessary but add spice to life. They like to give loved ones nicknames.

How Artisans like to be loved: One thing Artisans often appreciate is a surprise, such as leaving for a weekend getaway on a moment's notice. They like to know that their partner has been thinking about them, so gifts (even small ones) at non-traditional times are usually appreciated. They are generally very sensual and enjoy touching games.

If Your Partner Is a Guardian

Guardian (SJ)/Guardian (SJ): Guardian/Guardian pairings can be traditional, predictable couplings founded on a devotion to home and family and an industrious work ethic. Their relationship can be mutually satisfying as each partner sacrifices on behalf of the other and the family as a whole. These partners can get along especially well because both tend to believe in similar values like thrift and civic responsibility. However, problems may arise at times when each mate tries to run the relationship or household according to their own personal system. The ensuing arguments and struggle for control can cause great rifts. For the relationship to succeed, the partners must come to agreement about the areas in which each is in charge and



then defer to the other's wishes. When agreement cannot be made, they need to find some way to divide the territory.

What Guardians find romantic on a date: Guardians like to be able to see that the other person has planned ahead to make the event special. They usually like to dress up for a formal event and enjoy traditions, particularly those that have been created together as a couple, such as "their song."

What Guardians look for when dating: When Guardians are dating, they tend to look for a person who can provide fun, games, and spontaneity to balance their serious, hard-working nature. They like when their date takes risks on their behalf. After the relationship has become established, they want their partner to settle down and grow up.

What makes Guardians jealous: What is most likely to make Guardians jealous is infidelity, especially if it is done publicly so they lose face. Another thing that can make them jealous is a partner who spends what they consider to be an unacceptably large amount of money on someone or something else.

How Guardians show jealousy: A Guardian's first response is usually to try to guilt their partner into toeing the line. Other tactics include a constant monitoring of the partner's behavior, tearful pleadings, and loud demands. They may involve others to try to coerce the partner into correct behavior.

How Guardians like to be romantic: Guardians typically like traditional romantic gestures, such as flowers, chocolates, lingerie, jewelry, and mild flirting. They are especially likely to keep mementos of times spent with the loved one, such as programs, ticket stubs, and pressed flowers.

How Guardians show their love: Guardians show love by taking care of annoying details, planning for the future security of loved ones, organizing things to make them easier to use, and buying gifts. They also often like to give loved ones nicknames. They are the most likely temperament to show love by serving their partner.

How Guardians like to be loved: Guardians feel loved when their partner does a task they've been avoiding. They love gifts, but the amount of money spent is very important. It needs to be enough to show that they are valued highly but not so much that they feel resources are being wasted. Guardians feel loved when their partner willingly participates in traditions.

[If Your Partner Is an Idealist](#)

Guardian (SJ)/Idealist (NF): Guardian/Idealist pairings can be true-blue partnerships focused on comfort, stability, and mutual dependability. Because Guardians and Idealists are usually law-abiding types who believe in following the rules, they can make a good match. Guardians may appreciate Idealists' sensitivity for others and their deep interest in their partner's success. Idealists can appreciate Guardians' practicality and ability to deal with day-to-day matters that may interrupt the Idealists' dreams for the future. Problems may arise at times because Idealists' morals and values tend to have a wider range than their Guardian mates.' For the



relationship to succeed, both will need to understand the differences in how each shows caring for the other and appreciate those efforts.

What Idealists find romantic on a date: Romantic settings, romantic foods, and romantic things to do are all fun, but they aren't the main attraction for Idealists. Idealists want the total attention of their partner and lots of eye contact. They want reciprocity in sharing.

What Idealists look for when dating: Idealists often look for someone who seems stable emotionally. Once the relationship is established, they want their partner to become more sensitive. Idealists view dating as a time to explore the compatibility of each other's views and to see if the lightning bolt hits saying, "This is THE ONE."

What makes Idealists jealous: Emotional infidelity makes Idealists jealous. Emotional infidelity can be seen as an emotional withdrawal, or it can be when the partner becomes emotionally attached to another person, idea, or activity.

How Idealists show jealousy: The most common way Idealists show jealousy is with pleading and tears. They may beat themselves up and try to be the perfect partner so their mate won't stray. If that doesn't work, they will withdraw emotionally and turn to others.

How Idealists like to be romantic: Idealists are generally the most romantic of the temperaments. They attach romantic meaning to all kinds of ordinary events and things. What they find the most romantic is the exploration of each other's souls.

How Idealists show their love: Idealists show their love by listening and being a cheerleader for their partner. They will regularly affirm their belief in the other person, their abilities, and their innate goodness. Idealists are likely to write encouraging notes and give affection, such as squeezing hands, kisses, hugs, and back rubs.

How Idealists like to be loved: What Idealists want the most is someone to listen to what they have to say and sympathize or empathize without passing judgment or offering advice unless they ask for it. They also feel loved when a partner shares a vulnerability that the partner has, which demonstrates that they have earned trust.

If Your Partner Is a Rational

Guardian (SJ)/Rational (NT): Guardian/Rational pairings are often close relationships focused on stability, reliability, and a sense of duty. Because Rationals are often wrapped up in their ideas, Guardian mates typically see to the everyday workings of family life. Guardians appreciate Rationals' deep thinking and logic, while Rationals appreciate their mate's stability and self-sacrifice. Problems may arise at times if Guardians feel left out of their Rational mates' emotional lives or under-appreciated for their efforts in household matters. For the relationship to succeed, both partners need to have a separate arena to demonstrate their best skills that is not encroached on by the other.

What Rationals find romantic on a date: Although some Rationals find a lovely setting and good food to be romantic, what they really desire is a date in which two people spend hours sharing ideas and dreams. Rationals also like a battle of wits and word play, such as double entendres.



What Rationals look for when dating: When Rationals are looking for a partner, they are likely to look for one who can encourage and tame their hidden emotional side. After they have settled in a relationship, they are likely to want their partner to develop a thicker skin and be more emotionally stable.

What makes Rationals jealous: In general, it is very difficult to provoke a Rational to jealousy. They allow their partners a lot of freedom and expect them to justify that trust. However, if the partner looks for intellectual stimulation from others, that may cause jealousy.

How Rationals show jealousy: Rationals are the least likely of the temperaments to show jealousy. They tend to dislike emotional scenes. Often they can deny jealousy and even be unaware of it. Their reaction is usually to withdraw or show distaste for the person's company without explanation.

How Rationals like to be romantic: Many people see Rationals as being unromantic. Some Rationals see themselves that way as well. However, most of them have a sometimes deeply hidden sentimental or romantic side. They usually need training to express themselves appropriately.

How Rationals show their love: Rationals show love by not holding onto to their partner too tightly. They give their partner lots of freedom to pursue their own ideas and dreams. Another way they show love is by treating their mate as an expert and asking them for advice on something the Rational needs for their latest big idea.

How Rationals like to be loved: Rationals love to be seen as experts and approached for advice. They appreciate partners who listen to their ideas and ask intelligent questions. They want partners who can encourage them and their ideas without being condescending. Rationals also like for their partners to be sensitive to their moods and respond accordingly.

What Each Letter Means

In the Keirsey Temperament Sorter-II, there are four question scales used to detect one's behavioral preferences. The scales are E-I, S-N, T-F, and J-P. No single letter should be taken as naming a "type" of person. For example, you should not label yourself or others as Expressives or E's. Each letter merely suggests stronger or weaker tendencies in a person's overall makeup, and the letters are not factors independent of each other. The pairs of letters indicate the following opposite qualities:

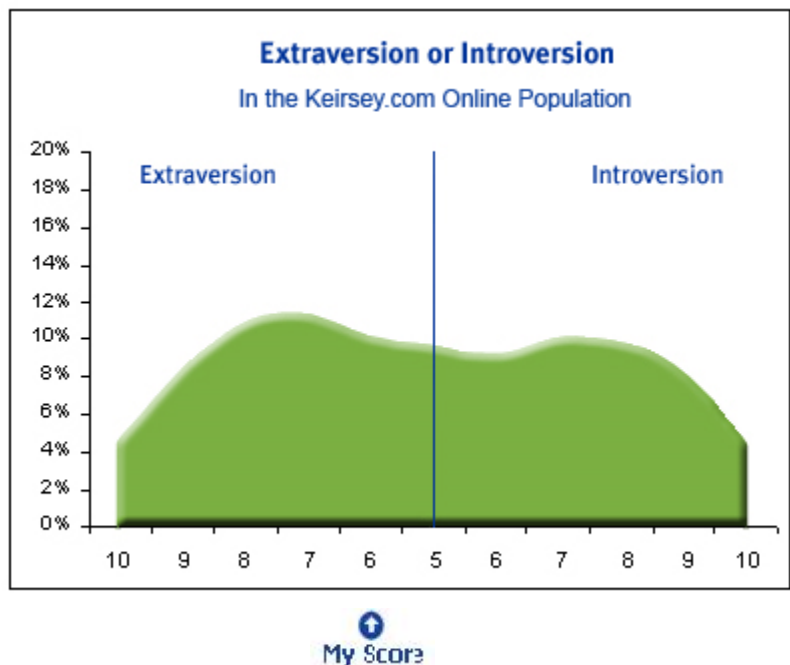
E	Extraverted (Expressive)	I	Introverted (Attentive)
S	Sensing (Observant)	N	Intuitive (Introspective)
T	Thinking (Tough-Minded)	F	Feeling (Friendly)
J	Judging (Scheduled)	P	Perceiving (Probing)

E/I Scale

The terms Extraversion (**E**) and Introversion (**I**) describe two vastly different social styles. People who score high in Extraversion on the Temperament Sorter tend to be gregarious and expressive; those scoring high in Introversion tend to be private and reserved.

People strong in Extraversion are typically more comfortable socializing with groups than being alone. They often report that they're energized by contact with other people. These individuals usually have a large circle of friends and are happy to approach others, even strangers, to talk. For people high in Extraversion, social banter is usually an easy and pleasant thing. Interaction is something that makes them feel alive. As a result, too much quiet and seclusion can actually exhaust such people. They tend to report feelings of loneliness or power drain when not in contact with others.

On the other hand, people prone to Introversion often seem more comfortable alone than in a crowd. They tend to draw energy from private, solitary activities, including reading, listening to music, and working by themselves on their latest project or favorite hobby. Introverts usually have a few, long-time friends and can remain in contact with larger groups only so long before their energies are depleted. If their job, family, or social responsibilities require them to be





outgoing or take center stage, they can soon become exhausted and need down time in quiet places to rest and recharge their batteries.

Remember, however, that no one is simply an Extravert or an Introvert. These terms are merely end points on the E-I scale, with most everyone falling somewhere in between. Most individuals embody a mixture of these two social styles. Also, different tasks or roles at work or in the family can bring out more Extraversion or Introversion in a person. This dimension of personality, more than the other three, is fluid and situational.

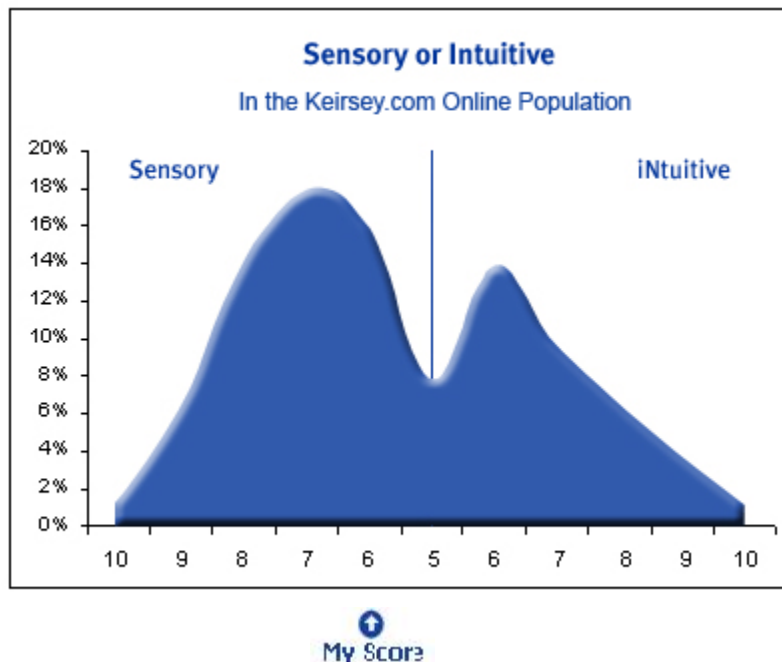
S/N Scale

The **Sensory/Intuitive (S-N)** scale on the Temperament Sorter differentiates between two distinct kinds of human focus. People with high Sensory scores pay more attention to what is going on outside themselves in the world of concrete things; people with high Intuitive scores pay more attention to what is going on inside themselves in the abstract world of ideas.

Sensory people make up the vast majority of the population -- upwards of 75%. These people seem more at home in the material world, where they spend their time looking after the business of everyday living: food and clothing, transportation and

shelter, job and family, recreation and social life. With their eye on physical realities, they tend to see all the particulars of what is right in front of them. They typically focus on what's happening in the here and now or what has happened in the past, rather than speculating about future possibilities. These are practical, down-to-earth people who want facts, trust facts, and remember facts. They believe in common sense and usually trust that experience is the best teacher.

In contrast, people who are strongly Intuitive seem more at home in the abstract, conceptual world of ideas. Intuitive types deal in inferences, theories, daydreams, musings, speculations, and symbols -- things that can only be seen with the mind's eye. In fact, because they're so often focused on their internal world, these individuals can sometimes miss a great deal of what's going on around them. For highly Intuitive people, reality is not a solid, present thing, but is more a mental image or a stage of development toward some future ideal. The possible almost always looms large for Intuitive people: whatever "is" can be better. They can be fascinated by hypotheses and potentials. They are also often absorbed by their vivid and complex imaginations. The S-N scale measures the most fundamental of the four dimensions of





personality. It's the first cut, so to speak, in evaluating one's type.

However, this delineation doesn't mean that being Intuitive or Sensory is an either/or proposition. Intuitive individuals certainly turn outward at times and pay attention to the world at large; they're just far more inclined to become preoccupied with their own ideas. So, too, Sensory people do sometimes look inward to ponder and to dream. However, for the most part their flights of imagination lag well behind their real-world observations. Neither type can occupy both worlds at once, and each will usually show a clear preference for one over the other.

T/F Scale

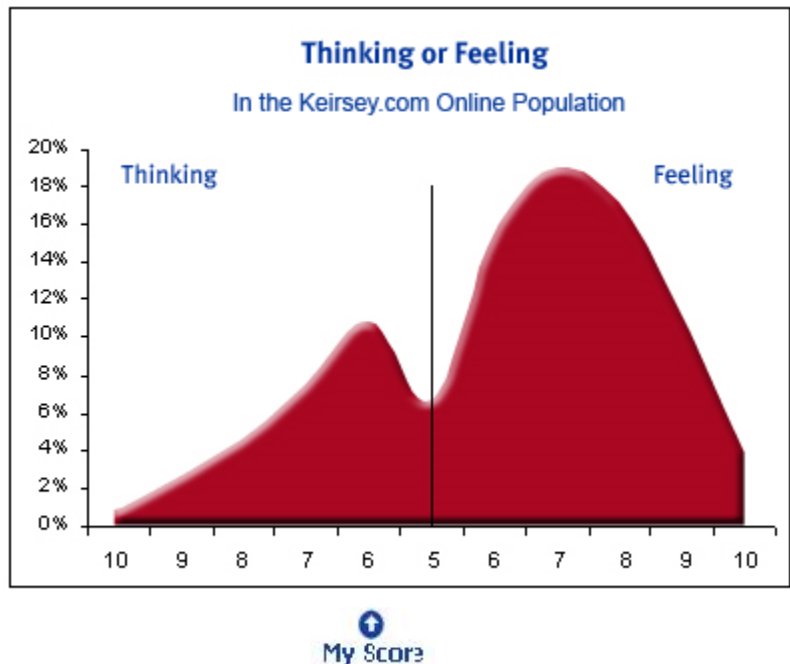
The **Thinking/Feeling** (T-F) scale assesses how people govern themselves and make decisions. Everyone has both thoughts and feelings. However, those who score high on Thinking tend to use their heads more when making choices, while those scoring high on Feeling tend to follow their hearts.

People falling on the Thinking end of the scale tend to be more comfortable basing their actions on impersonal, objective factors. Thinking people can be critical and exacting, both with themselves and others. They're often convinced only by hard data and sound reasoning.

Individuals who score highly in

Thinking tend to be frank and straightforward. They are the kind of people who are usually willing to speak their minds and stick to their guns, even if it causes conflict with others. They're known for being tough-minded in their decisions, preferring to keep emotions and desires out of the process as much as possible. Thinking types do have powerful feelings, but a strong show of emotion can embarrass them. As a result, they'll usually keep their feelings in check rather than appearing to lose self-control, even at the risk of seeming hard-nosed or cold.

In contrast, people on the Feeling end of the scale are typically more comfortable basing their actions on personal, emotional factors. When considering their course, this type will consult their feelings first and will almost always show concern for others. For the most part, these individuals are sympathetic and sentimental. As a result, they can often be swayed by powerful desire or a touching appeal. Feeling people tend to be softhearted when making decisions. They don't like to hurt anyone's feelings. It's not that Feeling individuals necessarily have more or deeper emotions than those on the Thinking end of the scale. They simply let their feelings show more easily. This tendency makes them seem warmer and friendlier, which in turn can give them an easier time getting along with others.



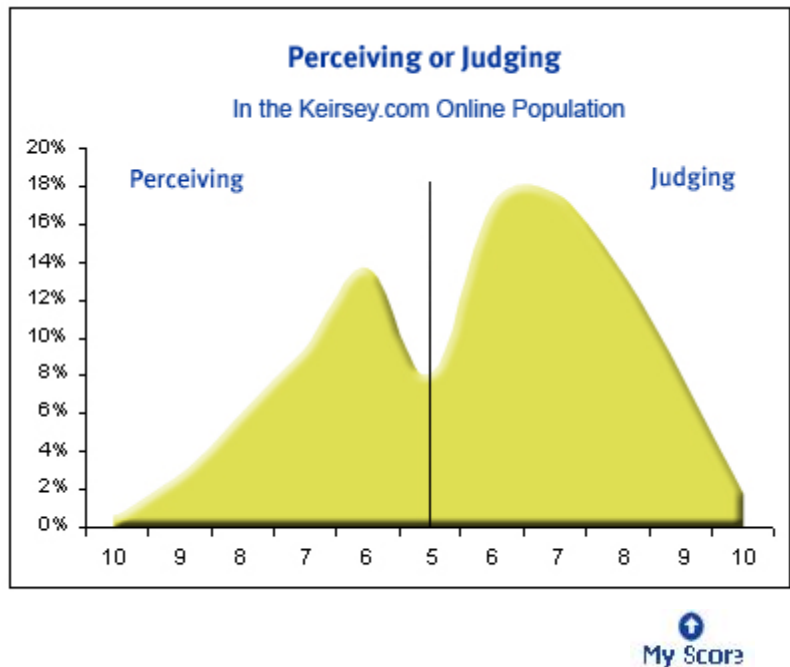
J/P Scale

The **J**udgment/**P**erception (J-P) scale measures how people process information and arrange their lives. Those who score high on Judgment tend to make up their mind quickly and commit to schedules, while those scoring high on Perception prefer to keep their options open and their timetables flexible.

People strong in Judgment waste no time forming opinions or drawing conclusions. They often report feeling a sense of urgency until a decision is made and can rest only after everything is settled. Closure and finality are important to these individuals, as is orderly procedure. As a result, they can be quick to make

schedules, agendas, or timetables for themselves and others to follow. People strong in Judgment will establish deadlines and take them seriously, expecting others will do the same. They're usually comfortable with routines and can be willing to do all sorts of maintenance and cleaning up after a task, feeling that these are necessary steps for a job's completion. For this type, neatness counts. They usually feel unhappy or unsettled when their personal space is a mess. Straightening things up is often near the top of their to-do list.

For their part, people given to Perception keep their eyes open to what's around them, gathering information and looking for opportunities and alternatives that might be available. They usually feel no hurry to nail things down or settle on a finished product. Instead, they tend to prefer exploring possibilities. These individuals are often playful and spontaneous in action. Schedules can make them feel hurried and over-controlled; they tend to look upon deadlines as mere reminders to get on with the job. Also, people high in Perception prefer their work to be enjoyable and meaningful. If a task of routine maintenance or clean up falls to them, they may balk at doing it or leave it to someone else. Easy-going, even somewhat impulsive, these people are usually quite tolerant of mess. Their personal spaces are often cluttered with an assortment of things they've picked up, used, then dropped and forgotten about.



Frequently Asked Questions

What Is Temperament?

There are two sides to personality: temperament and character. Temperament is a set of inclinations we are born with, while character is a set of habits we acquire as we grow and mature. Temperament is predisposition, hardwired in from birth; character is disposition, developed over a lifetime. Thus, those of the Artisan temperament are predisposed to impulsive action, those of the Guardian temperament to responsible service, those of the Idealist temperament to personal development, and those of the Rational temperament to objective analysis. Each type of person, unless blocked or deflected by an unfavorable environment, will develop the habits of character appropriate to his or her temperament.

Put another way, our brain is a sort of computer that has temperament for its hardware and character for its software. Our hardware is the physical base of our personality, placing on each of us an unmistakable temperament signature, some facets of which can be observed from a very early age. Our software, on the other hand, is made up of our individual experiences and social environment -- the forces around us that, with time and occasion, give shape to our individual character.

Thus temperament is the inborn form of human nature and character is the emergent form that develops through the interaction of temperament and environment. Personality, your unique personal style, is a combination of the two.

How Can the Temperament Sorter Help Me?

Fundamentally, the Temperament Sorter helps you to do two things: understand your own temperament and gain insight to other peoples.' Possessing this valuable knowledge of human nature can have a variety of far-reaching effects on your life.

In the work world, being savvy about your temperament can lead you to a clearer understanding of your natural role and functions within an organization. It can also help you better capitalize on your personal strengths to build your success. By comprehending your co-workers' temperaments and how each temperament relates, you can begin to master your interactions with supervisors and staff. In addition, being able to interpret others' innate styles can help you to meet their implicit expectations, as well as increase your own leadership abilities.

In your personal life, being knowledgeable about temperament can help you build strong, lasting ties with others. This is true because it aids you in anticipating your loved ones' needs and respecting their different ways of dealing with life. When you are responsive to others, you will naturally be looked upon as dependable, responsible, helpful, and empathetic. These are all wonderful qualities to bring to your personal relationships. In addition, coming to terms with your own temperament and innate tendencies can bring new levels of wisdom and self-knowledge to all of your interactions, as well as identify how your particular temperament impacts and influences others.