



The Keirsey Temperament Sorter® II Classic Temperament Report

Report prepared for: Donor Sanford
Saturday, July 9,
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Name: Donor Sanford

GFP68188

Temperament: Rational™

Type: Fieldmarshal (ENTJ)

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 Rational (NT). Rationals are rare, making up no more than 5 to 10 percent of the population. But because of their drive to unlock the secrets of nature and develop new technologies, Rationals have done much to shape the world. Your particular personality type, the Fieldmarshal (ENTJ), is even scarcer. Individuals of your type make up little more than 1 to 2 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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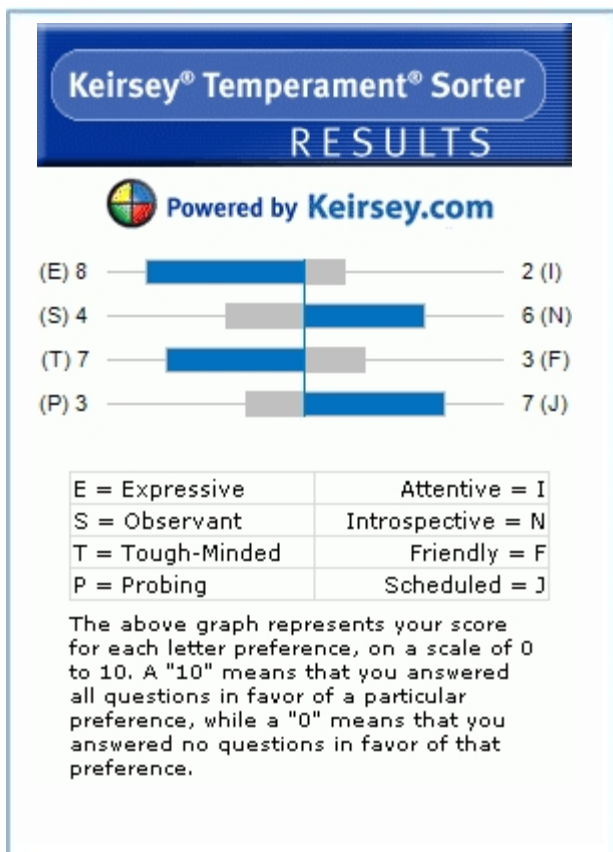
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About Your Rational Temperament

There are four types of Rationals (NTs): Fieldmarshals, Masterminds, Inventors, and Architects. These four personality types share several core characteristics. Firstly, Rationals are pragmatic people who tend to excel in problem-solving and analytical thinking.

Rationals are ingenious, independent people who can be both strong-willed and skeptical. Typically focused on the world of ideas, Rationals spend much of their time and energy understanding how things work. Known for being strategic leaders and skilled thinkers, Rationals are generally even-tempered, goal-oriented individuals who yearn for achievement and accomplishment. People of this temperament can make both reasonable mates and effective parents. Indeed they can be the kinds of mentors that can help their children gain confidence and independence. Valuing logic and pragmatism above almost all else, Rationals can sometimes seem cold and distant to others. It's not that they don't care about the people around them; it's simply that they're more oriented toward ingenuity and results than toward interpersonal exploration.

The Four Types of Rationals Are:

- **Fieldmarshal (ENTJ)**
- **Mastermind (INTJ)**
- **Inventor (ENTP)**
- **Architect (INTP)**

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, trust logic, yearn for achievement, seek knowledge, prize technology, and dream of understanding how the world works.

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.

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

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



Being a Fieldmarshal

Although Fieldmarshals are rare, your type seems to have influence beyond your numbers. This is due in large part to your leadership ability. Regardless of age or gender, it seems that Fieldmarshals like you are born to lead people.

At times you may have found yourself in charge of other people and wondered how you got there. But the primary reason is likely your natural ability to harness both people and resources. You can be an excellent tactician when it comes to leading people toward their goals. Such an innate drive may have had you taking command of groups at an early age, even if it was just leading other children on the playground.

Fieldmarshals like you can be supreme pragmatists. As a result, you rarely lose sight of your end goal and often actively seek out ways to bring order and efficiency to the tasks at hand. This holds true in both your professional and personal life. By plotting out all the steps needed to achieve your objectives, you can make a very strong strategic planner. However, this proactive, deliberate way of living doesn't mean that you stubbornly stick to an established route. On the contrary, you're typically very willing to abandon any procedure that is shown to be ineffective. Your quick mind allows you to adeptly rethink your plans so you can focus your efforts in more productive ways.

For you to take action in any given situation you likely need a sufficient, concrete reason. As a result, people's feelings alone won't always move you to act. You usually prefer that decisions be based on impersonal data and want to work from well thought-out plans. Because of their need for order and efficiency, Fieldmarshals like you can be more skilled at reducing bureaucracy in organizations than any other personality type. In professional situations this may mean that you're willing to dismiss any employees who can't keep up with new systems designed to increase their productivity. You can be particularly impatient with incompetence, especially when you see errors repeated. By being decisive and outspoken, you may find that there are times when you're feared more than loved. However, you've probably also earned the respect of others around you for your high standards and ability to walk your talk.

Fieldmarshals like you often rise to command positions in the workplace and enjoy running the show. When in charge of an organization, whether it's military, business, educational, or government, you seem to have a special talent for visualizing where an organization is going. You can also be exceptionally good at communicating that vision to others. Systematizing, arranging priorities, generalizing, summarizing, compiling evidence, and demonstrating ideas -- these are all areas you may excel in. Because of these sought-after talents, many people of your type make superb executives. In fact, some Fieldmarshals focus so heavily on the satisfaction they gain from their work that they push other areas of life aside. You would do well to maintain a balance of personal and professional endeavors.



Famous Fieldmarshals

Did you know that Bill Gates and Margaret Thatcher are both Fieldmarshals too? It's not so surprising when you think about it.



As the titan behind Microsoft, Bill Gates is known for being able to strategically marshal a complex battery of people and resources in order to build his software empire. He is also a perfectionist who does not tolerate repeated mistakes.



In her role as the former Prime Minister of Britain, Margaret Thatcher showed herself to be a Fieldmarshal in both her adept strategic thinking and her ability to lead others by principle.

Work and Career

Your Ideal Work Environment

At work your attention is drawn to framing objectives in all of their complexity. You then manipulate and marshal the resources and raw materials at your disposal -- people's talents, money, tools, and institutional structure -- to move toward those objectives.

In your ideal work environment, you would have the authority to decide upon goals and direct their pursuit. You typically derive a real sense of reward from devising solutions and setting them in motion. A born leader, you can become restless when you find yourself in a follower position, especially when you can envision solutions that the people officially in charge cannot. You set high standards of performance to which you hold yourself and other people. Consequently, you have little patience for incompetence in superiors or subordinates.

Like other Rationals, you are wired to acquire competence and intelligence. As a result, you tend to thrive in intellectually stimulating, innovative work environments where you can be recognized for your expertise.

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.

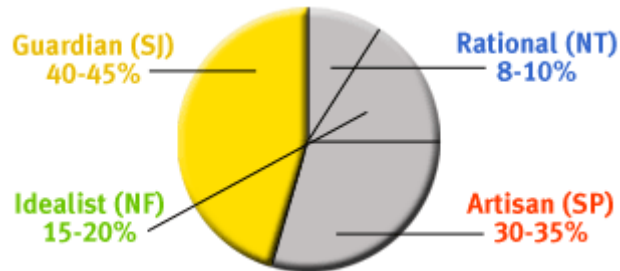


In business, Artisans are crisis managers and troubleshooters. They can be experts at solving problems and doing what is necessary, whether they are expressly permitted to or not. They are practical, resourceful, flexible, and risk-taking individuals. Co-workers are apt to enjoy their creativity and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

You will likely find that you are comfortable working with most Artisans -- their utilitarian focus on getting things done usually meshes well with your own results-oriented goals and objectives.

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.

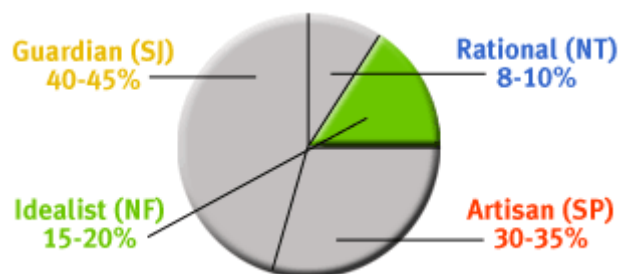


At work, Guardians tend to be administrators and managers. They can be experts at doing what needs to be done in the manner it must be done. They are dependable, accountable, realistic, and service-oriented. Co-workers likely appreciate their desire to belong and contribute but may perceive Guardians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

When working with Guardians, you will need to keep in mind that they respect rules, hierarchy, and traditions more than you do. Be careful of stepping on their toes in your pursuit of a better way.

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.

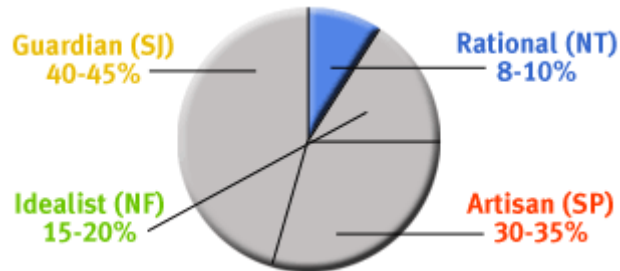


In work environments, Idealists are usually positive, helpful, and people-oriented. They can be experts at dealing with the human resource concerns of an organization, whether these issues are part of their job description or not. Idealists are warm, idealistic, caring individuals. Co-workers are apt 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 strategic 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.

If you find yourself in a setting where Rationals predominate, usually a technical or scientific environment, make sure that there are resources designated to "dot the I's" and "cross the T's" at the completion of a project. Most Rationals are ready to move on as soon as they feel the heavy lifting is done.

Tips to Help You Find the Right Workplace

- Seek out a place where you can exercise your intellectual freedom.
- Be wary of positions that reward obedience to procedures and policies rather than competence.
- Consider getting formal training, certification, or education that would make you marketable doing what you already know.

Rationals tend to be about as satisfied in their work as their intuitive counterparts the Idealists. About 75% are satisfied in their present jobs. However, in contrast to the Idealists, Rationals seem to base a great deal of their satisfaction on being provided both challenging work and flexible hours. In addition, their satisfaction was driven by perks like company-sponsored beer on Fridays, pets allowed in the workplace, and stock options. Rationals tend to have a wide set of interests. So although they appreciate and even demand a challenge at work, most Rationals also need time to play at their own outside interests.



Love and Relationships

You are apt to achieve the kind of success that can lead to a very comfortable lifestyle whether you're single or partnered. Because you usually enjoy the perks that come with privilege, wining and dining may be important parts of your romantic relationships. You appreciate the finer things in life and desire someone who can share them with you. For a romantic partner, you may look for a person who is somewhat different than you. As a result, relaxed, cooperative types can be very attractive to you. You may admire their ability to roll with the punches. You may also like how their easy-going nature allows you to take the lead. In the early stages of relationships, these differences may be especially endearing and fun.

About You

Fieldmarshals are more likely than other Rationals to care about setting and food when on a date. Although you probably allow your mate a fair amount of freedom, other Rationals generally hold their mates even more loosely. You want your mate to have at least some similar interests to you, while still giving you the sense that you are the expert in your fields.

While Rationals overall do not tend to navigate the dating scene very well, you probably do/did fine. You are likely able to analyze the system and figure out how to use it to your advantage. You may find yourself with competing desires -- that of being un-entangled and that of successfully completing the task of finding a mate.

One difficulty you may have in a relationship is that you have a forceful personality. Your partner can easily feel intimidated. You like to have a mate who thinks similarly to you but also has and expresses opinions of their own. This can create a high-wire act for your partner. If you do not provide your mate with an emotionally safe place to approach you, they may suddenly explode or desert you, leaving you wondering what happened.

One aspect about you that may cause your partner problems is your lack of emotional output. Fortunately, you have a wide sentimental streak deep down. Developing that streak can create a strong relationship. Take time to learn how to negotiate keeping romance fresh and alive. Make a habit of regularly praising your mate.

About Your Partner

If Your Partner Is an Artisan

Rational (NT)/Artisan (SP): Rational/Artisan pairings are likely to be irreverent and action-packed, as both types are usually equally willing to ignore convention and be focused on results. Rationals can be fascinated by Artisans' aptitude for fun, improvisation, and spontaneity. Artisans are often impressed by Rationals' theoretical approach to problems because it is so different from their own view of things. However, if Artisan mates push their Rationals too hard, the Artisans' fun and games can come to seem frivolous and illogical to Rationals, and the Rationals' more calm, detached ways may clash with Artisans' typical focus on excitement and worldly pleasure. For the relationship to succeed, both must find separate arenas to express themselves: Artisans in their need for excitement and Rationals in their need for intellectual stimulation.



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

Rational (NT)/Guardian (SJ): Rational/Guardian pairings are often close partnerships focused on stability, reliability, and a satisfying home life. Rationals can enjoy the Guardians' ability to keep things on an even keel and tend to the everyday details of living. Guardians can be impressed by Rationals' intellectual dexterity, future-thinking, and problem-solving tendencies. However, if Guardian mates tire of listening to Rationals' ideas and theories, they may cease to be the stimulant that Rationals desire; and if Rational mates become too wrapped up in their ideas and fail to honor the Guardians' needs for preserving traditions and keeping to some sort of normal standard, the relationship may have difficulties. 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 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

Rational (NT)/Idealist (NF): Rational/Idealist pairings can be highly satisfying relationships based on exploring the world of ideas. Imagining possibilities -- whether romantic or pragmatic -- and creating dreams for the future can represent the epitome of quality time for this pair. Rationals can be fascinated by Idealists' sensitivity and empathy for others. Idealists can enjoy the intellectual gymnastics of their Rational partners. However, conflicts can occur if either partner's closely held ideals don't match those of the other. When Rationals refuse to participate with Idealists' social needs, or if Idealists denigrate or ignore their Rational partner's need for intellectual stimulation, the relationship deteriorates. For the relationship to succeed, each partner needs stimulation from other people to continue to provide new ideas and foster self-development.



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](#)

Rational (NT)/Rational (NT): Rational/Rational pairings are almost always highly intellectually stimulating couplings. In the best of situations this leads to engaging conversations and mutual exploration. However, problems can occur if each partner becomes too wrapped up in their own world to give adequate time and energy to the other person. If both are Rationals, they are likely to have fairly similar views on romance, showing love, and asking for demonstrations of that love. However, one thing that can cause concerns is if one partner becomes an acknowledged expert. The other partner may fear that the expert will feel that they've outgrown the relationship intellectually. For the relationship to succeed, each partner needs to select arenas in which they can develop a separate expertise and not try to shove that expertise down their partner's throat.

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:

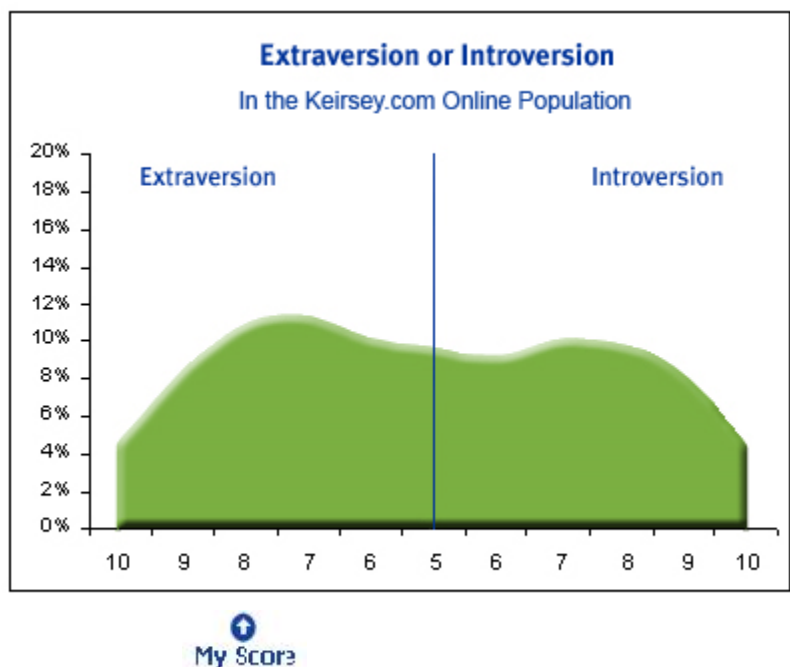
E	Extraverted (Expressive)	I	Introverted (Attentive)
S	Sensing (Observant)	N	Intuitive (Introspective)
T	Thinking (Tough-Minded)	F	Feeling (Friendly)
J	Judging (Scheduled)	P	Perceiving (Probing)

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





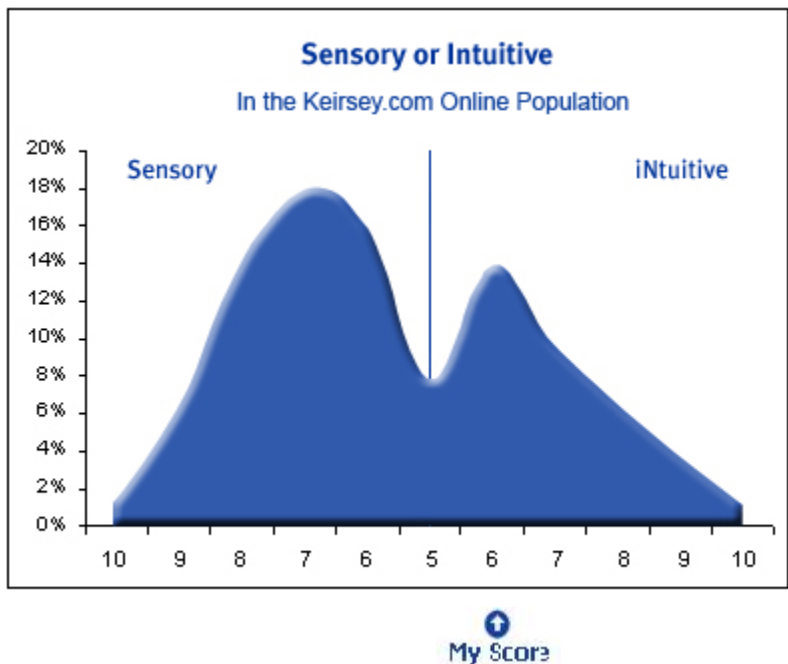
outgoing or take center stage, they can soon become exhausted and need down time in quiet places to rest and recharge their batteries.

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

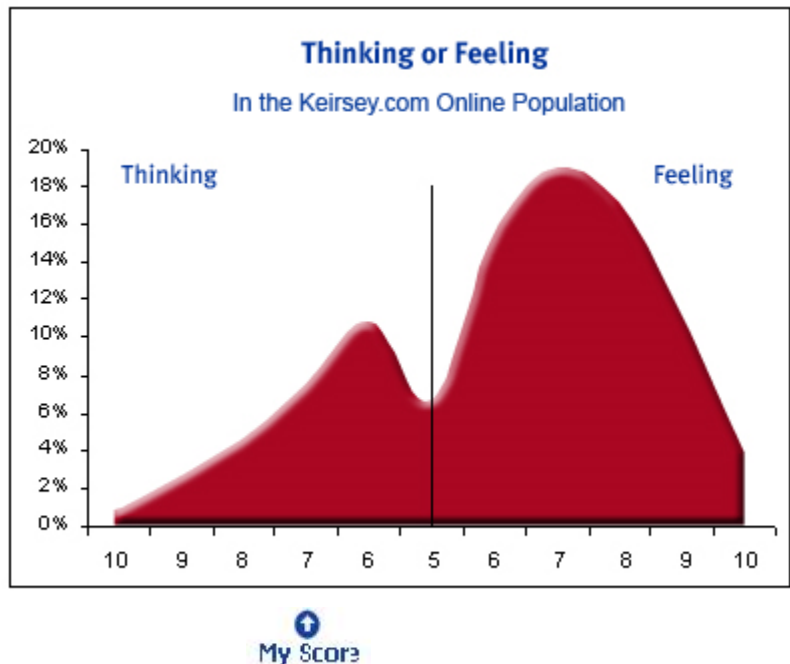
The **Thinking/Feeling** (T-F) scale assesses how people govern themselves and make decisions. Everyone has both thoughts and feelings. However, those who score high on Thinking tend to use their heads more when making choices, while those scoring high on Feeling tend to follow their hearts.

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.





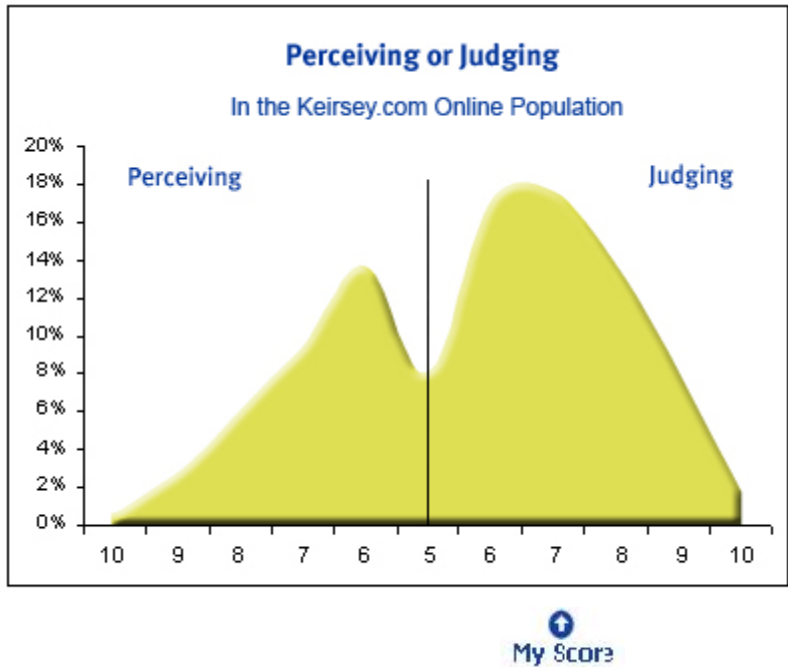
J/P Scale

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.