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# The Keirsey Temperament Sorter® II Classic Temperament Report

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Report prepared for: **Donor Sullivan**

September 2, 2016



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**Name: Donor Sullivan**

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**Temperament: Artisan™**

**Type: Promoter (ESTP)**

In a world filled with unique individuals, when it comes to personality there are only four different temperaments and sixteen types of people. Understanding these personality types and mastering your own can be the keys to achieving your goals.

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

This report is designed to help you understand how the needs and preferences of your temperament shape 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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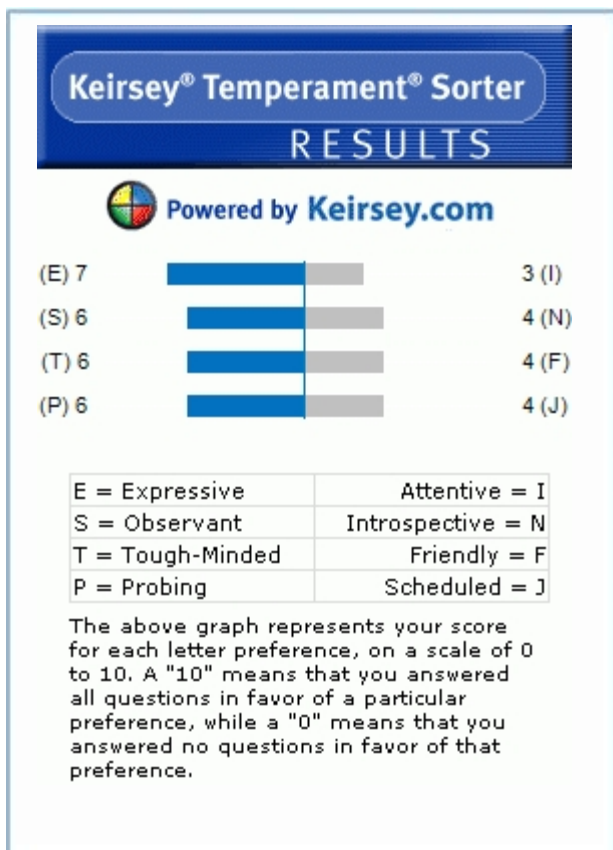
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## About Your Artisan Temperament

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

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

### The Four Types of Artisans Are:

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

### All Artisans share the following core characteristics:

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

## An Overview of the Other Three Temperaments

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

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

**Rationals** are the problem solving temperament, particularly if the problem has to do with the many complex systems that make up the world around us. Rationals might tackle problems in organic systems such as plants and animals, in mechanical systems such as railroads and computers, or in social systems such as families, companies and governments. Whatever systems fire their curiosity, Rationals will analyze them to understand how they work, so they can then figure out how to make them work better.



## Being a Promoter

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

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

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

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

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



## **Famous Promoters**

Did you know that President Franklin D. Roosevelt and Madonna are both Promoters too? It's not so surprising when you think about it.



FDR was a charismatic leader known for his uncanny ability to promote his political agenda. The regular radio broadcasts of his "Fireside Chats" and his smooth way of handling the press are just a couple examples of this Promoter's skills.



As a musical artist and cultural icon, Madonna is known for reinventing herself time and again. Her innate sixth sense for knowing what the public wants and giving it to them makes her another Promoter of the highest order.

## Work and Career

### Your Ideal Work Environment

Promoters like you are apt to have an extraordinary memory for facts and details, as well as superior powers of observation. Ideally, the work you choose will make use of these vast databanks of knowledge and impressions.

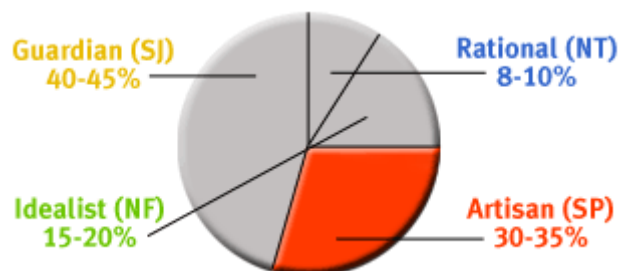
In the workplace, you can be excited by the chance to capitalize on opportunities others don't perceive and applying information to present or emergent challenges. On the other hand, you probably don't have much motivation for pursuing intangible goals and others' visions unless those things are related to events that you can respond to now. You're an action-oriented worker who appreciates being able to focus yourself on more concrete, short-term objectives -- that way you can easily see the fruits of your labor.

Like other Artisan professionals, you're wired to seize freedom and spontaneity in your work. You can hunger for the liberty to play, create, and act on your impulses. As a result, Artisans like you typically thrive in "action" occupations -- those that involve precision, endurance, strength, boldness, and timing.

### 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.

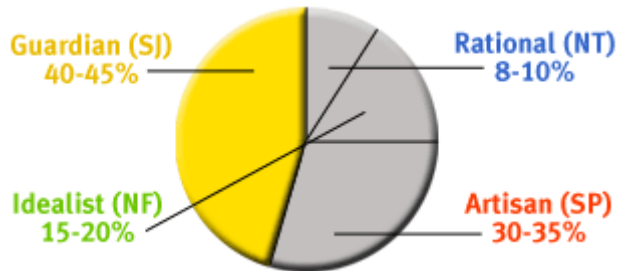


In business, Artisans are crisis managers and troubleshooters. They can be experts at solving problems and doing what is necessary, whether they are expressly permitted to or not. They are practical, resourceful, flexible, and risk-taking individuals. Co-workers are apt to enjoy their creativity and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

When working on a team with other Artisans, you may want to consider input from people from the other three temperament groups. In your quest to achieve your objectives, you, like your fellow Artisans, often disregard rules, regulations, and organizational structure you perceive as getting in the way. While you may achieve your tactical goals, team members of the other temperaments can make sure you don't burn any bridges or light additional fires in the process.

### 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.

You may find working with Guardians a little frustrating at times. As an Artisan, you are action-oriented and tend to ignore red tape wherever possible. Guardians, on the other hand, are very conscious of rules, regulations, and organizational structures and will tend to expect you to toe the line.

### 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.



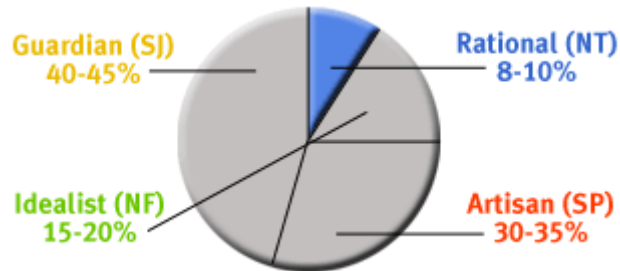
In work environments, Idealists are usually positive, helpful, and people-oriented. They can be experts at dealing with the human resource concerns of an organization, whether these issues are part of their job description or not. Idealists are warm, idealistic, caring individuals. Co-workers are apt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

Idealist co-workers may frustrate you on occasion through your perception that they aren't as focused on present realities and are less action-oriented than you. Idealists believe strongly in cooperative effort and may be ruffled by your strongly competitive nature.



### 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 will likely be fairly comfortable working with most Rationals. Like you, they have little regard for most rules and procedures, discarding either whenever they find something they see as working better. They will tend to be more future-focused and less present in the moment than you are. As a team, your combined strength of tactics and strategy can be quite powerful.

### Tips to Help You Find the Right Workplace

- Seek out a place where your talents can be used effectively without too many rules or conventions getting in the way.
- Some structured environments where competition and action are abundant (e.g., the military, law enforcement) can provide the variety and opportunity desired by some Artisans.
- Be wary of jobs that pay well but are not challenging. If the work is not enjoyable, search for alternatives.
- Don't underestimate the value of life experience you picked up beyond the parameters of formal schooling or paid work.

For Artisans, satisfaction in the workplace seems to be driven largely by flexible hours, challenging work, altruistic service, and a little bit by social opportunities like company-sponsored beer on Fridays. However, other perks like stock options or being able to bring pets to work don't appear to have much of an effect. Artisans usually work for the process of working in itself, rather than focusing toward a particular end. As a result, Artisans can become bored with routine and be quick to try new things. This trend becomes evident when looking at the very wide range of jobs that Artisans take on. Particular career choice doesn't appear to be as important for Artisans as the ability to try out new skills and roles.





## Love and Relationships

When it comes to attracting a mate, your appeal can be almost magnetic. Not only do you have a charming, even commanding presence, but you've also likely collected an impressive array of interesting possessions and vivid tales that draw others' attention.

The types of individuals likely to catch your eye are ones who embody a certain sweetness, rather than a flashier brand of appeal. Generally, you like people and are good at socializing. Once you've found romantic prospects to focus your attention on, you can be quite generous with your time and money. As a single, these qualities can make you an active dater -- one who's sought after too. However, once you get into a relationship, you can sometimes get impatient or feel awkward about expressing kindness and affection. In this way, there are times when retaining a romantic connection can seem like work to you. This is especially true when you've made an effort to invest yourself in someone without seeing much of an immediate reward.

### About You

You tend to be bigger than life. You are among the best of the types at providing romantic gestures and are prone to extravagant demonstrations of love. You are more likely than other Artisans to show jealousy loudly and with action. Although your romantic life can be quite showy, you are a shrewd judge of character and want a partner who will invest at least as much as you do in the relationship.

You likely have thoroughly enjoyed the dating scene. Competition, games, meeting new people, good food and serious flirting are right up your alley. Plus, dating gives you the chance to promote the best product of all: yourself! You are usually one to move to get what you want and to have your pick of dates. One who seems unattainable may bring out your competitive spirit as you rise to the challenge of winning the impossible.

A potential relationship problem is your desire for freedom and constant new experiences. Your partner can easily view your wish for freedom as a wish for freedom from them unless you are careful. Some partners want to be part of the excitement, while others enjoy watching you have fun. If you make sure to regularly include your mate either in your new experiences or your excitement, you are much more likely to have a successful relationship.

Your partner is likely to be able to tolerate a lot of uncertainty as long as you honor their wishes for dependability in a few key areas. Remember that a romantic relationship can be like a long-term sales relationship. Successful salespeople know that they are constantly revamping their product and re-selling to maintain their customer base. In the same way, partners need to re-tool and re-sell themselves to each other regularly.

### About Your Partner

#### If Your Partner Is an Artisan

**Artisan (SP)/Artisan (SP):** Artisan/Artisan pairings are likely to be full of fun and excitement, as both partners are likely to have many interests and activities in common. Like playmates, such a



couple can truly explore the pleasures of life. However, problems may occur if their fast-paced ways cause them to either exhaust one another or simply lose interest. When both partners are Artisans, they are likely to have fairly similar views on romance, showing love, and jealousy. However, one thing that can cause jealousy is if one partner becomes too insistent upon being a game-player about love and continually focuses on other love objects in order to stimulate the other partner's jealousy to cause excitement. This may lead the other partner to retaliate or pull away. For the relationship to succeed, both will need to have some similar areas to adventure in, plus other areas where the partner allows them freedom.

**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**

**Artisan (SP)/Guardian (SJ):** Artisan/Guardian pairings are complementary relationships where the partners' natural tendencies can balance one another nicely. For Artisans, a responsible, concerned Guardian can seem like a real Rock of Gibraltar to ground themselves to. Guardians may rely upon Artisans to add spice to their life and to demand that they occasionally free



themselves from the constraints of responsibility that they place upon themselves. However, these couples don't always see eye to eye on money matters, with Artisans wanting the excitement of a grand gesture and Guardians desiring practicality and savings for the future. 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 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**

**Artisan (SP)/Idealist (NF):** Artisan/Idealist pairings are likely to be imaginative romps, marked by freedom, spontaneity, and sensual pleasures. The Artisans can enjoy the Idealists' sensitivity and empathy for others and their deep interest in their partner's success. The Idealists can find that the Artisans' need for action stimulates them to participate more fully in the now. Idealists may focus on the self-realization of themselves and their partners to the extent that they cease



to participate in the Artisans' spontaneous adventures, while the Artisans, who have little patience for exploring their inner lives, push more and more towards having adrenaline highs. For the relationship to succeed, both will need to find areas that don't involve each other: Artisans in areas to express their freedom and Idealists in areas for 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](#)

**Artisan (SP)/Rational (NT):** Artisan/Rational pairings can be highly practical and functional partnerships which balance acting in the day-to-day world and dreaming about future possibilities. Indeed, Artisans are often impressed by Rationals' theoretical approach to problems because it is so different from their own view of things. Rationals can enjoy the Artisans' zest for life and their drive towards action and adventure. However, these relationships can become challenging if Artisans become bored with listening to their Rational partners' ideas and theories or if Rationals' calmer, detached ways 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 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:

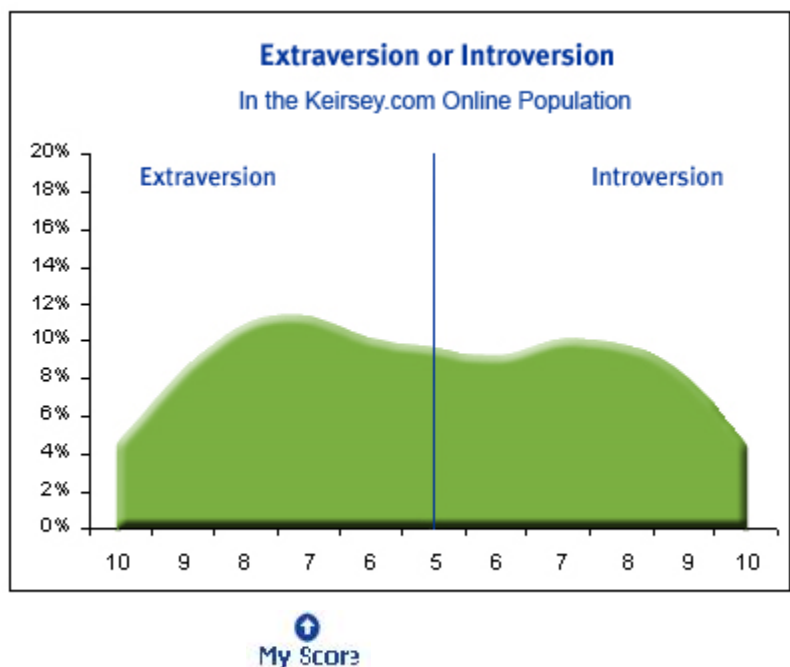
<b>E</b>	<b>Extraverted (Expressive)</b>	<b>I</b>	<b>Introverted (Attentive)</b>
<b>S</b>	<b>Sensing (Observant)</b>	<b>N</b>	<b>Intuitive (Introspective)</b>
<b>T</b>	<b>Thinking (Tough-Minded)</b>	<b>F</b>	<b>Feeling (Friendly)</b>
<b>J</b>	<b>Judging (Scheduled)</b>	<b>P</b>	<b>Perceiving (Probing)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

### 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.

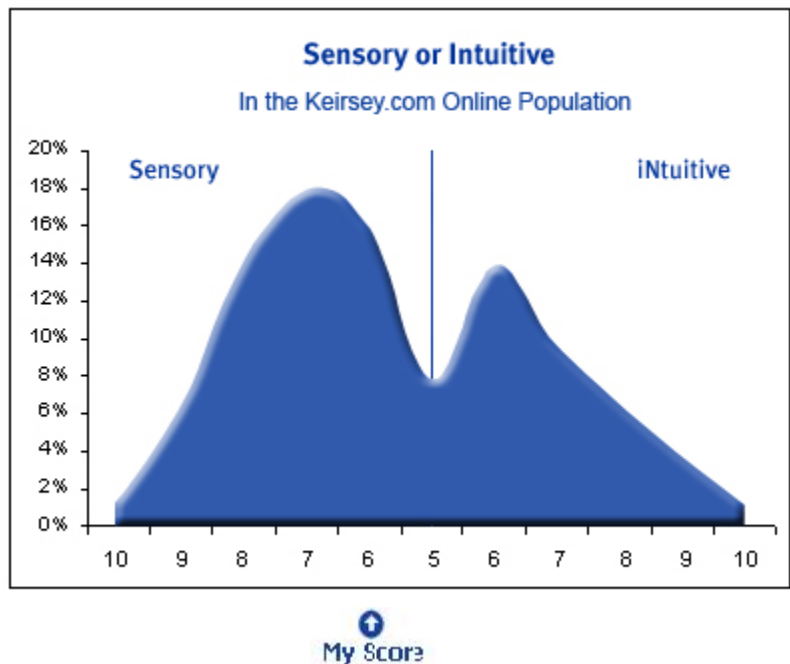
### S/N Scale

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

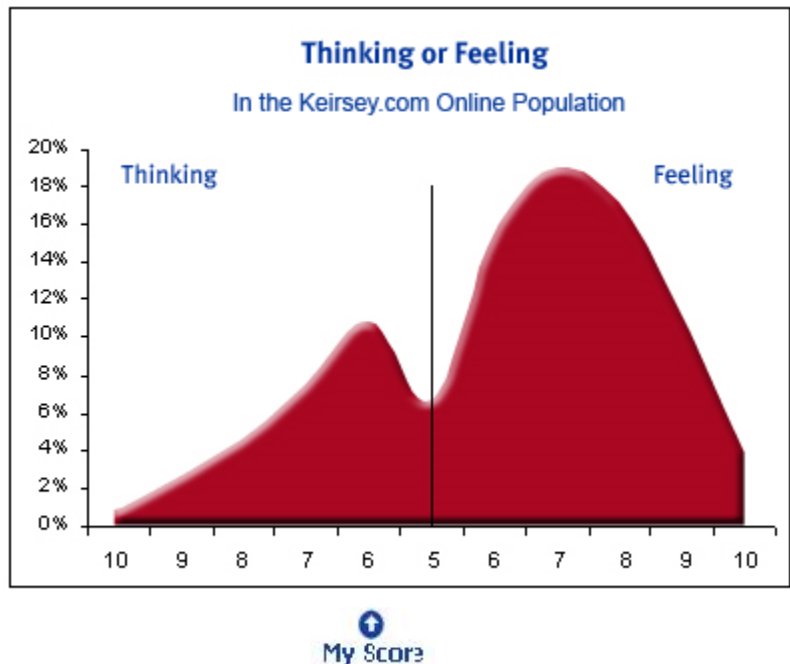
The **Thinking/Feeling** (T-F) scale assesses how people govern themselves and make decisions. Everyone has both thoughts and feelings. However, those who score high on Thinking tend to use their heads more when making choices, while those scoring high on Feeling tend to follow their hearts.

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.





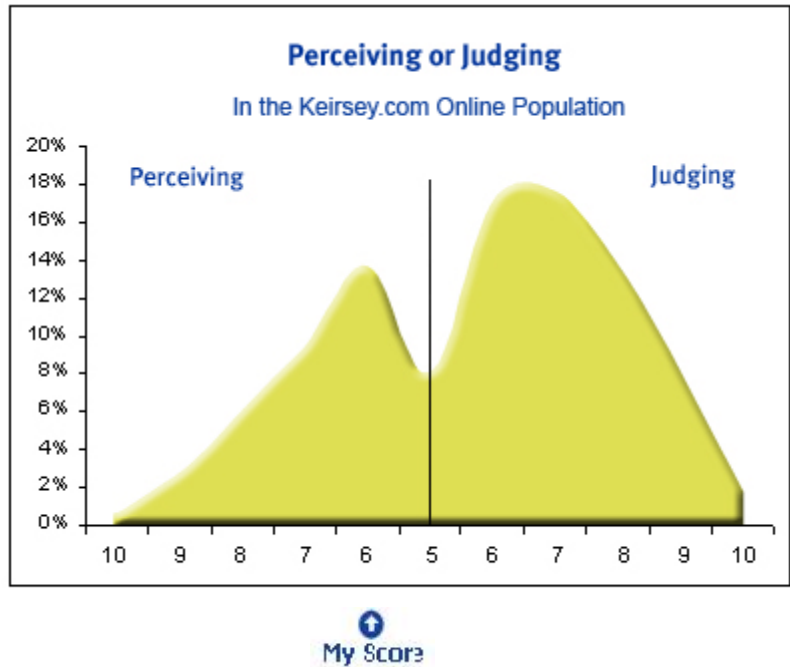
**J/P Scale**

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.