

Human Relations Guidelines

Being likable is important to personal happiness and career success.³⁵ Are you the kind of person others enjoy being around? Find out by completing Self-Assessment Exercise 1-1. Then read on.

/// Self-Assessment Exercise 1-1 ///

Likability

Select the number from 1 to 5 that best describes your use of the following behavior, and write it on the line before each statement.

(5) Usually (4) Frequently (3) Occasionally (2) Seldom (1) Rarely

_____ 1. I'm an optimist. I look for the good in people and situations, rather than the negative.

_____ 2. I avoid complaining about people, things, and situations.

_____ 3. I show a genuine interest in other people. I compliment them on their success.

_____ 4. I smile.

_____ 5. I have a sense of humor. I can laugh at myself.

_____ 6. I make an effort to learn people's names and address them by name during conversations.

_____ 7. I truly listen to others.

_____ 8. I help other people cheerfully.

_____ 9. I think before I act and avoid hurting others with my behavior.

_____ 10. If I were to ask all the people I work/worked with to answer these nine questions for me, they would select the same responses that I did.

To determine your likability, add the 10 numbers you selected as your answers. The total will range from 10 to 50. Place it here _____ and on the continuum below.

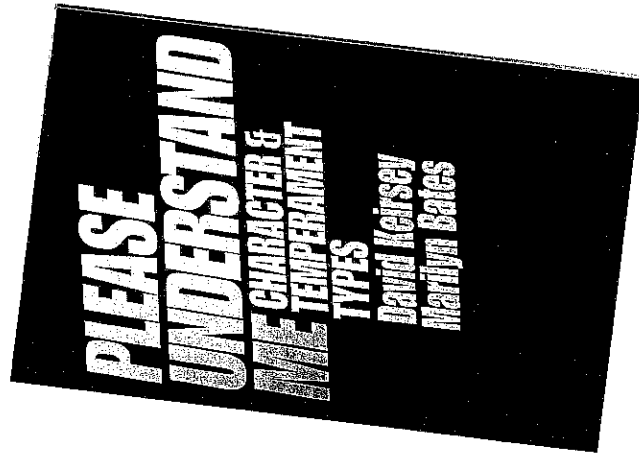
Unlikable

10 ----- 20 ----- 30 ----- 40 ----- 50

Likable

If you want to get ahead in an organization, it is important to do a good job. But it is also important that people like you. If people like you, they will forgive just about anything you do wrong. If they don't like you, you can do everything right and it will not matter. Many hardworking, talented people have been bypassed for promotion and fired simply because their bosses or some other high-level managers didn't like them.

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The SELF-ASSESSMENT SYSTEM is based on the book PLEASE UNDERSTAND ME® by David Keirsey and Marilyn Bates. The authors are nationally-known authorities on character and temperament types and trained behavior therapists at California State University, Fullerton Campus.

Professor Keirsey is a long-time clinical psychologist of the Gestalt Field Systems School and has over 30 years of practice in psychology. Unique among psychologists, Keirsey adopted both the Psychological Types Theory of Carl Jung and the Type Indicator Method of Isabel Myers. PLEASE UNDERSTAND ME provides a useful and in-depth look at different personalities, and how to better understand ourselves and others.

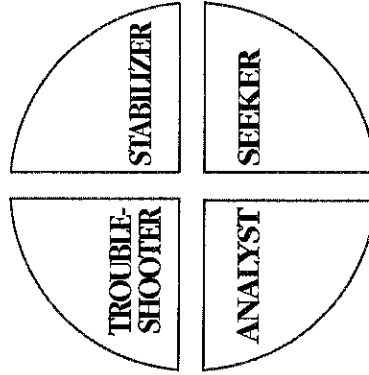
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II

Introduction

People differ in many ways. We all think and act differently. We have different goals, and no two of us see the world in exactly the same way. Yet accepting the differences of others is often one of the hardest things to do. A common response is to try to make other people more like ourselves, but that is an unrealistic and unattainable goal. A world of identical people would be very boring ... and all too predictable. The key, then, is in understanding and working with differences in people.

The first step in understanding others is to find out more about yourself — and the Self-Assessment System will help you do just that. It is a valuable tool that will help you recognize the strengths and weaknesses in yourself and in others, and it will also help you create more harmonious living and working environments.



"Understanding temperament styles is the key to working with others." — David Keirsey

RELAX ... THIS IS NOT A TEST

You'll enjoy what you find out about yourself...and others!

I

Instructions:

Study the two answers to each question and circle the letter AT A PARTY DO YOU in the statement that best describes you.

EXAMPLE:
(E) Interact with many, including strangers
(I) Interact with a few, known to you

CHOOSE THE ANSWER THAT DESCRIBES YOU BEST

1. AT A PARTY DO YOU (E) interact with many, including strangers (I) interact with a few, known to you	15. IN YOUR SOCIAL GROUPS DO YOU (E) keep abreast of the other's happenings (I) get behind on the news	29. IN COMPANY DO YOU (E) initiate conversation (I) wait to be approached	43. DO YOU PREFER (E) many friends with brief contact (I) a few friends with more lengthy contact	57. WHEN THE PHONE RINGS DO YOU (E) hasten to get to it first (I) hope someone else will answer
2. ARE YOU MORE (S) realistic than speculative (N) realistic	16. IN DOING ORDINARY THINGS ARE YOU MORE (S) likely to do it the usual way (N) do it your own way	30. COMMON SENSE IS (S) rarely questionable (N) frequently questionable	44. DO YOU GO MORE BY (S) facts (N) principles	58. DO YOU PRIZE MORE IN YOURSELF (S) a strong sense of reality (N) a vivid imagination
3. IS IT WORSE TO (S) have your head "in the clouds" (N) be "in a rut"	17. WRITERS SHOULD (S) "say what they mean and only use of analogy what they say" (N) express things in a more useful enough	31. CHILDREN OFTEN DO (S) make themselves useful enough (N) exercise their fantasy enough	45. ARE YOU MORE INTERESTED IN (S) production and distribution (N) design and research	59. ARE YOU DRAWN MORE TO (S) fundamentals (N) overtones
4. ARE YOU MORE IMPRESSED BY (T) principles (F) emotions	18. CONSISTENCY OF THOUGHT (T) consistency of thought (F) harmonious human relationships	32. IN MAKING DECISIONS, FORTABLE WITH (T) standards (F) feelings	46. WHICH IS MORE OF A COMPLIMENT (T) "There is a very logical person" (F) "There is a very sentimental person"	60. WHICH SEEMS THE GREATER ERROR (T) to be too passionate (F) to be too objective
5. ARE YOU MORE DRAWN TOWARD THE (T) convincing (F) touching	19. ARE YOU MORE COMFORTABLE IN MAKING (T) logical judgments (F) value judgments	33. ARE YOU MORE (T) firm than gentle (F) gentle than firm	47. DO YOU VALUE IN YOURSELF MORE THAT YOU ARE (T) unwavering (F) devoted	61. DO YOU SEE YOURSELF AS BASICALLY (T) hard-headed (F) soft-hearted
6. DO YOU PREFER TO WORK (J) to deadlines (P) just "whenever"	20. DO YOU WANT THINGS (J) settled and decided (P) unsettled and undecided	34. WHICH IS MORE (J) the ability to organize and be methodical (P) the ability to adapt and make do	48. DO YOU MORE OFTEN PREFER THE (J) final and unalterable statement (P) tentative and pre-liminary statement	62. WHICH SITUATION APPEALS TO YOU MORE (J) the structured and scheduled (P) the unstructured and unscheduled
7. DO YOU TEND TO CHOOSE (J) rather carefully (P) somewhat impulsively	21. WOULD YOU SAY YOU ARE MORE (J) serious and determined (P) easy-going	35. DO YOU PUT MORE (J) definite (P) open-ended	49. ARE YOU MORE COMFORTABLE (J) after a decision (P) before a decision	63. ARE YOU A PERSON THAT IS MORE (J) routinized than whimsical (P) whimsical than routinized
8. AT PARTIES DO YOU (E) stay late, with increasing energy (I) leave early, with decreased energy	22. IN PHONING DO YOU (E) rarely question that it will all be said (I) rehearse what you'll say	36. DOES NEW AND NON-WITH OTHERS (E) stimulate and energize you (I) tax your reserves	50. DO YOU (E) speak easily and at length with strangers (I) find little to say to strangers	64. ARE YOU MORE INCLINED TO BE (E) easy to approach (I) somewhat reserved
9. ARE YOU MORE ATTRACTED TO (S) sensible people (N) imaginative people	23. FACTS (S) "speak for themselves" (N) illustrate principles	37. ARE YOU MORE (S) a practical sort of person (N) a fanciful sort of person	51. ARE YOU MOST LIKELY TO TRUST YOUR (S) experience (N) hunch	65. IN WRITINGS DO YOU PREFER (S) the more literal (N) the more figurative
10. ARE YOU MORE INTERESTED IN (S) what is actual (N) what is possible	24. ARE VISIONARIES (S) somewhat annoying (N) rather fascinating	38. ARE YOU MORE LIKELY TO (S) see how others are useful (N) see how others see	52. DO YOU FEEL (S) more practical than ingenious (N) more ingenious than practical	66. IS IT HARDER FOR YOU TO (S) identify with others (N) utilize others
11. IN JUDGING OTHERS ARE YOU MORE SWAYED BY (T) laws than circumstances (F) circumstances than laws	25. ARE YOU MORE OFTEN (T) a cool-headed person (F) a warm-hearted person	39. WHICH IS MORE (T) to discuss an issue thoroughly (F) to arrive at agreement on an issue	53. WHICH PERSON IS TO BE MORE COMPLIMENTED: (T) clear reason (F) strong feeling	67. WHICH DO YOU WISH MORE FOR YOURSELF (T) clarity of reason (F) strength of compassion
12. IN APPROACHING OTHERS IS YOUR INCLINATION (T) objective (F) personal	26. IT IS WORSE TO BE (T) unjust (F) merciless	40. WHICH RULES YOU (T) your head (F) your heart	54. ARE YOU INCLINED MORE TO BE (T) fair-minded (F) sympathetic	68. WHICH IS THE GREATER FAULT (T) being indiscriminate (F) being critical
13. ARE YOU MORE (J) punctual (P) leisurely	27. SHOULD ONE USUALLY LET EVENTS OCCUR (J) by careful selection and choice (P) randomly and by chance	41. ARE YOU MORE (J) contracted (P) comfortable with	55. IS IT PREFERABLE MOSTLY TO (J) make sure things are arranged (P) just let things happen	69. DO YOU PREFER THE (J) planned event (P) unplanned event
14. DOES IT BOTHER YOU MORE HAVING THINGS (J) incomplete (P) completed	28. DO YOU FEEL BETTER ABOUT (J) having purchased (P) having the option to buy	42. DO YOU TEND TO (J) the orderly (P) whatever turns up	56. IN RELATIONSHIPS SHOULD MOST THINGS BE (J) renegotiable (P) random and circumstantial	70. DO YOU TEND TO BE MORE (J) deliberate than spontaneous (P) spontaneous than deliberate

After you have completed the Keirsey Temperament Sorter, fold out the scoring page from the back cover and follow the instructions. An example is provided on pages 14 & 15.

THESE ARE WORDS THAT CHARACTERIZE THE TROUBLESHOOTER.

- ENJOY FREEDOM
- EXCITING
- THRILLSEEKER
- OPTIMISTIC
- CHEERFUL
- WORK BEST IN CRISIS
- THRIVE ON IMPULSE
- VARIETY IS THE SPICE OF LIFE
- INDEPENDENT
- COURAGEOUS

THESE ARE WORDS THAT CHARACTERIZE THE STABILIZER.

- STEADFAST
- DEPENDABLE
- STABLE
- "BACKBONE OF SOCIETY"
- "PILLAR OF STRENGTH"
- CONSERVING
- RESPONSIBLE
- CAUTIOUS
- ACCURATE
- INDUSTRIOUS

THESE ARE WORDS THAT CHARACTERIZE THE ANALYST.

- INTELLECTUAL
- LOGICAL
- FUTURE ORIENTED
- PROBLEM SOLVER
- PERFECTIONIST
- DESIRE POWER
- DESIRE TO BE COMPETENT
- PRECISE
- PERSISTENT
- OPEN-MINDED

THESE ARE WORDS THAT CHARACTERIZE THE SEEKER.

- PEOPLE ORIENTED
- PERSONAL
- TALKATIVE
- ENTHUSIASTIC
- MUST HAVE UNIQUE IDENTITY
- PREFER TO WORK WITH WORDS
- INFLUENCER
- FUTURE ORIENTED
- SEEKS RELATIONSHIPS
- EMOTIONAL



Troubleshooters must be free. They cannot be confined for long. They do what they want to when they want. To wait, to save or to store up for tomorrow is not how Troubleshooters operate. They don't practice. THEY DO! In fact, they are compulsive "doers." If the ties become too numerous or binding, the Troubleshooter is likely to become restless and "take off for something else." They are impulsive and they believe that impulses are the essence of life. In fact, they feel guilty when they don't feel impulsive — they even need to vary their work habits daily.

A Troubleshooter is only deflected temporarily. They can survive setbacks that would leave others devastated. "Easy come, easy go" is their motto. They have endurance and higher tolerances for discomfort, fatigue, and pain. And they are courageous. In a sense, the Troubleshooter does not "work," if work means completing established goals. Accomplishing a

Stabilizers give a good day's work for a good day's pay and can be counted on to do the right thing at the right time. They want to belong to and contribute to the institutions they serve for they like to be useful to society. They need to belong but they believe they must earn their place. Stabilizers are not dependent on others. In fact, dependency is something they dislike because they are the givers, not the receivers.

The Boy Scout motto "Be Prepared" must have been made up by a Stabilizer, for above all else, Stabilizers are prepared. In fact, many of their actions are preparations for setbacks and events they feel are bound to occur. They see themselves as realistic about errors and shortages and believe it's best to set something aside for a rainy day.

Stabilizers save; one way or another, no matter where they go or what they do. The strong desire to conserve can cause them some problems. For one thing, it often keeps them from

Analysts strive to do things well under varying circumstances and are the most self-critical of all the personalities. Always trying to improve, they ruthlessly monitor their progress and continually check their skills. They must understand all the aspects and events in their field for they can settle for nothing else. As a result, they are perfectionists, who become tense and compulsive in their behavior when they are under too much stress.

Analysts often send contradictory messages: one is that they don't expect competency in others and are surprised when they see it, the other is that they expect people to achieve at the same standard they set for themselves. As a result, Analysts sometimes make those around them feel intellectually inadequate, defensive, withdrawn and less likely to share their ideas.

Analysts don't repeat themselves. They communicate in a

Seekers hunger for self-actualization. To be what they are meant to be and to have an identity that is uniquely their own. To be lost in the crowd, to have the same identity as others is not acceptable to a Seeker. To make a difference and to maintain individuality the contributions made by Seekers must be recognized. No matter what they do it must be meaningful to them. They want their contributions appreciated or, at least, recognized. Making a difference in their world can satisfy the Seeker's need for a unique identity. It is no wonder that they experience life as a drama, each encounter being more important than the previous one.

Work directed toward helping people become kinder, warmer, and more loving human beings appeals to Seekers. They see potential good in everyone and many devote their lives to proving this. Some Seekers are willing to make great personal sacrifices to

goal is simply a by-product of action for a Troubleshooter and incidental to the activity. Because they are compelled to action, work is their play and, as a result, Troubleshooters need jobs that involve action.

Troubleshooters use whatever resources are available to them and they are willing to share with others even in times of short supply. They believe in "share and share alike" and making do with what they have.

Troubleshooters don't get excited about complex problems. For them, whatever is, is "they are super realists," who see the world as it is, undistorted by preconceptions. They don't need to rely on policies or practices as guideposts to solve new problems. Instead, they make up their own guideposts.

refusing added responsibility. "If I don't do it, who will?" or, "If I don't do it, there'll be losses." Because of this tendency they can feel hurt if people don't appreciate their efforts to save resources. Just as they cannot store up enough for the future, they cannot take on enough duty and obligation. There is never an end to the responsibility they will accept. If there's a job to be done, they'll do it from start to finish even if they are already overloaded.

Tradition is very important to Stabilizers and they look on change with caution and suspicion. To Stabilizers, change can mean sacrificing tradition. They know that change is inevitable and even desirable, but they resist it when it goes against what is accepted and approved. To Stabilizers, change is better if it happens by slow evolution rather than sudden revolution.

precise and logical manner and are reluctant to state the obvious because they assume everyone knows what they're talking about and understands it.

Analysts often live to work. Everything, including play, is done to improve, perfect or sharpen the skill required by a job and is an exercise in self-improvement. For example in tennis, each set is played, not only for enjoyment, but to improve and perfect certain strokes or eliminate past mistakes.

Analysts listen closely to new ideas and can accept change easily as long as it makes sense. They focus on the future for what matters most is what might happen next. The past is useful only if it gives direction to the future for the Analyst is never willing to repeat an error. Once Analysts master a new skill, they move on to something else.

help others find their way. Seekers would rather work with people preferably directly, but even indirectly. They are drawn to anything that involves verbal and written communication.

Although Seekers have strong drives when it comes to accomplishing goals, they do have a tendency to move from idea to idea. The Seekers want to taste all that life has to offer yet they always want their experiences to have some special meaning. They are interested in people above all else. They are future oriented and focus on what might be, but rather than thinking about the possibilities of principles, they look for possibilities in people. They enjoy bringing out the best in others, and they speak out often and enthusiastically on the potential of others and of themselves. Seekers are not interested in things but in people and to be satisfied. They seek relationships because they must interact with others.

AT WORK:		CONTRIBUTION TO ORGANIZATION:		STRENGTHS:	WEAKNESSES:
 • Good at problem solving and unsmurfing messes. • Manages crises in ways others can't match. • Is a natural diplomat and negotiator. • Takes a practical approach to the workplace. • Thrives on impulse, rules and regulations don't stop them. • Always on the lookout for opportunities. • Makes best contributions when allowed to find and solve problems. • Establishes policies, rules and regulations. • Enjoys working by standard procedures. • Is dependable and can be counted on. • Has a sense of responsibility and obligation. • Brings stability to an organization. • Helps others and does own job well. • Maintains the basic principles of an organization. • Takes pride in technical know-how. • Excels at precision work. • Uses logic to solve problems. • Enjoys designing models to increase effectiveness and efficiency. • Unsmurfing of messes not a strong point. • Stands on principles. • Seeks complex tasks, expects a great deal of self and others. • Gets the best out of people. • Focuses on the people in an organization. • Realizes the potential of people. • Optimistic spokespersons for an organization. • Great appreciators of the contributions of others; great motivators. • Sympathetic and generous with their time. • Enthusiastic workers.	• Can spur an organization to action. • Spots trouble signs in an organization early. • Makes business a pleasure. • Excellent at organizing and accomplishing tasks. • Keeps everyone well informed. • Important details won't be missed. • Makes changes in the organization when necessary. • Supportive of the ideas of others. • Make excellent leaders or followers as circumstances demand. • Adds personalized, people point-of-view to organization. • Outstanding at public relations. • Excellent spokesperson for the organization.	• Practical. • Adapts easily to new situations. • Works well under pressure. • Excellent problem solvers. • Excellent decision makers. • Super dependable. • Decisive. • Patient. • Excellent planners. • Always prepared. • Creative. • Future oriented. • Excellent designers of theoretical models. • Intelligent. • Excellent communications skills. • Excellent problem solvers/especially people problems. • Caring. • Eager. • Best givers of appreciation.	• Impatient with any type of structure. • Can be unpredictable. • Resists changes they are not responsible for. • Can be unreliable. • Can be overly pessimistic. • Respond to the negative aspects of people when under pressure. • May make decisions too quickly. • Tend to resist any change. • Can come across as impersonal. • Often expects too much of themselves and others. • Can be hard for co-workers to approach. • Impatient. • Too generous with their time. • Under pressure may lose self-confidence. • May base decisions on personal biases. • Avoids unpleasantness by taking easy way out.		
					
					
					

Now that you have read about your Temperament, turn to the appendix pages 10-13 for a more detailed analysis of your INDIVIDUAL STYLE.

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HOW TO UNDERSTAND YOUR SUPERIORS, YOUR SUBORDINATES AND YOUR PEERS

This section of the SELF-ASSESSMENT SYSTEM will help you understand others. Read the following words and phrases and decide which group of words best describes one of your colleagues. Once you have determined their temperament, you can learn more about this personality type by reading the descriptions in each of the categories.

TROUBLESHOOTERS

- Exciting
- Optimistic
- Desire freedom
- Hunger for action
- Impulsive
- Independent
- Live for immediate moment
- Like pressure
- Brave

STABILIZERS

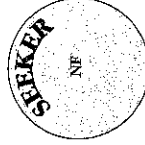
- Responsible
- Always prepared
- Cautious
- Orderly
- Patient
- Go by rules and regulations
- Traditional
- Steady

ANALYSTS

- Seek perfection
- Desire power
- Want to be competent
- Live in their work
- Always trying to improve
- Intellectual
- Future oriented
- Self-critical
- Logical

SEEKERS

- People oriented
- Personal
- Speak clearly -- talkative
- Sympathetic
- Hunger for unique identity
- Persuasive
- Enthusiastic
- Supportive



THIS PERSON IS ANNOYED WHEN:

TO BE MORE EFFECTIVE AND PRODUCTIVE:

TROUBLESHOOTERS

- Like compliments on the grace and flair of their actions.
- Are more process oriented and inventive.
- Are risk takers and need support from others.
- Pride themselves on bravery, boldness and cleverness.
- Tend to ignore the rules of any organization.
- Move with authority in a crisis.

STABILIZERS

- Like compliments on how accurate and thorough they are
- Pride themselves on being responsible, loyal, and industrious people.
- Need an abundance of appreciation.
- Can be insensitive to "lines of authority" in an organization.
- Focus on procedures rather than people.
- Are frequently influenced by Seekers.

ANALYSTS

- Want to be appreciated for their ideas.
- Want people to follow their complex thinking.
- Don't care about personal compliments
- Have difficulty accepting compliments from others.
- Logical and seldom resistant to change.
- Resist issues that violate common sense.

SEEKERS

- Want to be appreciated in a personal way.
- Have difficulty handling negative criticism well.
- Want their feelings and ideas understood.
- Freedom and independence are crucial to their work environment.
- Make organization-wide changes possible.

Treated impersonally.

Asked to work behind a desk for any length of time.

HOW TO WIN THIS PERSON'S SUPPORT DURING CHANGE

Let them do things their own way.
Include them in any change.

Provide them with facts.
Provide them with written documents describing the change.

Appeal to their intellect.
Let them design models for change.

Involve them in decisions.
Give them time to discuss change.

HOW THIS PERSON RESPONDS TO OTHERS

Responds quickly to the ideas of others, easygoing most of the time.
Takes risks and encourages others to do the same.
Changes their position as new facts and ideas arise.
Will listen to directions from the boss but may not follow them.

Wants people to get to the point and stick to it.
May speak on their and others' weaknesses rather than strengths.
Sometimes withholds compliments.
Straightforward when dealing with people, confronting them if necessary.

Doesn't think they must get ahead at the expense of others.
Responds to the ideas of others.
Acknowledges the contributions of others.
Remembers and honors all decisions even when pressured.

Relates well and is popular with people.
Wants to be personal.
Finds work a source of social satisfaction.
Knows a great deal about the people they work with.

Administrators - ISUJ

Administrators are very much in touch with their external environment. They are in contact with their colleagues and are usually considered pillars of strength. They are best described as responsible, and they are outstanding at organizing orderly procedures and developing rules and regulations. They like to see things done correctly and become impatient when "new" people do not follow the detailed procedures ordered by an "experienced" person. Administrators are comfortable evaluating others and often judge how others are doing by how well they follow standard operating procedures. Sometimes, they can be abrupt with those who do not follow the rules to the letter. Administrators may not always be sensitive to others.

Architects - INTP

Architects show the greatest precision in thought and language of all the styles. They are the designers of ideas and systems, searching for whatever is relevant and important to the issue at hand.

Consequently, they can concentrate better on their work than most of the other styles.

Architects are not impressed with authority acquired from position or status. They prize intelligence in themselves and in others, value what is logical and coherent and detest redundancy and incoherent behavior. Once they learn something they remember it. They can become obsessed with analysis. Once caught up in a thought process, the process carries itself until the Architect understands the issue in all of its complexity. They are sometimes

Artists - ISFP

Artists pursue their work with dedication and flair. They tend to lean to the "fine arts" and are often gifted composers, painters and dancers. But because the style of Artists is very difficult to observe, they are probably the most misunderstood of all styles. Just as impulsive as other troubleshooters, they live for today and do it as gracefully as possible. Artists seem to have a special kind of intelligence that allows them to do things well under all circumstances. Their senses seem to be better tuned and extremely detailed and precision work comes naturally to them. They are the kindest and most sympathetic of all styles, being especially sensitive to the pain and suffering of others and always giving to others their time and efforts.

Authors - INIJ

Authors focus on what's possible. They have a strong drive to contribute to the welfare of others and enjoy helping their peers. Authors have a great depth of personality; they are complicated and can understand and deal with complex issues and people. They are "perfectionists" and sometimes put more effort into a task than is needed. Generally not visible leaders, Authors influence behind the scenes. They are hard to get to know for they can be reserved and will share their personal thoughts only with those they trust. They are hurt easily by others and can be crushed by too much criticism. Authors like to please others and usually contribute their best efforts. They enjoy agreeing with others and find conflict

viewpoints and have a tendency to jump to conclusions too quickly. They are not always willing to listen patiently and are especially apt to respond abruptly when in a position of authority. Consequently, they may need to make a special effort to remain open to suggestions from those around them.

Administrators follow routines well at home and at work, having a special place and position for everything, and they are usually neat and orderly at work and at play.

impatient with others who are less intelligent; a trait that can generate hostility and defensive behavior on the part of colleagues who might describe the Architect as arrogant.

Architects are the mathematicians and philosophers of the world. In fact, anything that requires the building of the ideas interests them. On the other hand, they should not be asked to implement their models in the real world for they are the designers of systems, not the implementers. Consequently, their work is not often credited to them but rather to the actual builders or applicators of their models.

Architects make excellent teachers particularly for advanced students. They are not good at clerical tasks and are impatient with routine details, and they prefer to work quietly without interruptions. To give maximum contribution to the organization, the Architect needs efficient coworkers and support staff who can follow through on an Architect's plan before interest is lost and they move on to something else.

Artists are usually not interested in developing their verbal and written skills. Speaking, after all, is not precise and concrete. They prefer to work with their eyes, ears and hands to create "art." Because of this, they are often described as quiet and reserved. In fact, they have simply given up trying to express themselves verbally, not for lack of ability but because of lack of interest.

Artists need situations where the next move is up to the individual. They have a large number of occupations from which to choose but they must choose work that requires creativity and includes varied tasks.

Artists are generally optimistic and cheerful. They love freedom, risk taking and changes, and they dislike obligations and confinement. They are also trusting, receptive and generous.

disagreeable and destructive.

They generally select occupations that involve interacting with people one-to-one. They are sensitive in their dealings with people and work well in organizational structures. They can work at jobs that require privacy and concentration, but they also do well in contact with people and they enjoy problem solving. As employees or employers, Authors are sensitive to the feelings of individuals and groups within the organization. They listen well and are willing and able to consult with and cooperate with others.

Often good at public relations, they value staff harmony and want their organizations to run smoothly. They respond to praise, approval and appreciation and they use these tools to motivate others. If an Author becomes involved in conflicts at work, they tend to lose confidence, become unhappy and immobilized and may become ill.

Craftsmen - ISFJ

Craftsmen live a life of impulsive action. They must do their own thing and be free to do as they please, when they please. Often fearless, they put themselves at risk, sometimes even risking physical harm. Of all the styles, they are the most likely to gamble in a situation. They thrive on excitement, almost crave it and it is this hunger for action that makes them more easily bored than any other type. Yet, they are never bored when doing their own thing, whether it's driving, fishing, or traveling.

Craftsmen can usually be recognized by their mastery of tools of any kind, from a microscopic drill to a supersonic jet. They tend to take up activities such as driving, steering or operating that allow

Entertainers - ISFP

Entertainers exude warmth and optimism. They are smooth, witty, charming, clever and open. Best described as performers and great fun to be with, they are the most generous of all types. Good conversationalists and communicators, Entertainers seek the company of others whenever possible — an easy task since others find them so entertaining. They love excitement and they create it wherever they go.

What is their years. They lend a helping hand wherever it's needed and expect no favors in return. Entertainers handle anxiety less well than any other type and they avoid it by ignoring problems and sticky situations as long as possible. Because they are relevant to show outright resistance to a job they don't want to do, they usually show visible

Field Marshals - ENIJ

The basic driving force and need of a Field Marshal is to lead. They have a strong urge to provide structure and leadership wherever they are, pushing and encouraging people to accomplish established goals. Field Marshals tolerate standard procedures but they can easily give up any procedure that doesn't do what it's supposed to. To the Field Marshal, there are no mistakes. Field Marshals are impatient. To the Field Marshal, there are always a reason for every action, and people's feelings are usually not a good enough reason to do anything. When in charge of an organization, they more than any other style, want and have the ability to see where the organization should go and to

Inventors - ENTP

Inventors are very alert, almost always knowing what's going to happen next. Good analysts who enjoy complex and difficult situations, they're also enthusiastic, energetic and interested in just about everything. Of all the styles, inventors are the most reluctant to follow established procedures. Instead they are always looking for a better way for new projects, activities, and procedures, and as a result, they bring a fresh, new approach to their work and their lives.

Inventors can hold and follow complex conversations easily, though they may deliberately employ debate tactics to remain a step ahead of their colleagues. Because they are talkative and motivating, inventors are often the life of an organization. They can

them to use tools and they operate any kind of tool with extraordinary precision. Others use tools of course, but not with the skill and accuracy of the Craftsmen. However, because of their impulsiveness, they tend to do their work on their own schedule. If an imposed schedule coincides with their impulse to do the work, great. If not, the schedule usually suffers.

Craftsmen communicate through action and show little interest in developing verbal skills. As a result, this is not their strongest suit. But give Craftsmen any kind of tool and see how fast they pass everybody in learning its use.

The native intelligence of a Craftsmen is worth noting. Gifted with artisan intelligence, they are usually not interested in clerical, interpretive or scientific information. Craftsmen are basically of good cheer, very loyal to their friends and want no obligations or continuing promises.

compliance but then go on their own way.

Entertainers prefer active jobs and should not be given lonely, solitary assignments. They love working with people, making them outstanding at public relations. They rely heavily on their personal experiences and base their decision on personal observation and references. They don't mind telephone or personal interruptions; communicate well in both situations and can be counted on to have accurate information about the people around them. They gain information through off-the-cuff and continuous observation. Entertainers have no long-term interest in scholarly pursuits, rather they want knowledge and information for immediate use. They usually avoid the sciences and engineering, leaning more toward business where they often make excellent and skillful salespeople. They are good at working with people in crisis, a tendency that often leads them to social work, and they are naturally drawn to the performing arts.

communicate that vision to others.

Field Marshals are natural organization builders; they must lead. As administrators, they organize their units into smooth-running systems, planning in advance and keeping both short-term and long-range objectives in mind. They prefer decisions that are based on impersonable data. They work from well-reasoned plans and have a methodical approach to the workplace. Field Marshals support the policies of an organization and expect others to do the same. They rise to positions of responsibility and enjoy being executives. They are tireless in their devotion to their jobs and can easily block out other areas of life for the sake of work. They can reduce inefficiency and ineffectiveness in an organization. Field Marshals are normally in charge wherever they are, and they usually rise to top levels of responsibility whether in the military, business, education or government.

be entrepreneurs who make do with whatever and whoever is at hand. They count on their cleverness and originality to solve problems — not carefully devised and detailed "game plans," and it is this tendency that sometimes leads them to neglect the truly necessary planning and preparation.

Inventors are good at creating new projects and can manage them well if repetitive routines are not involved. They make outstanding teachers, always coming up with new ways to make learning an adventure for their pupils. As employees, they may work against the system just for the fun of one-upping it. To be taken in, tricked or manipulated by another can be humiliating and devastating for an inventor. Generally, they are the natural engineers of business relationships and human systems. Their good humor and optimistic outlook is contagious, and people seek out their company. They are usually easy going, seldom critical and, at worst, they can be undependable, flakey, and easily discouraged.

Example

Here's how to take and score the Keirsey Temperament Sorter:

The Keirsey Temperament Sorter

Instructions: Read the statements on each line and circle the letter that best describes you. (A = Always, S = Sometimes, N = Neither, I = Infrequently, P = Probably)

EXAMPLE: I am usually calm and collected. (A) I am usually very nervous. (P)

1. I am usually calm and collected.	11. I am usually very nervous.	21. I am usually very outgoing.	31. I am usually very reserved.
2. I am usually very outgoing.	12. I am usually very reserved.	22. I am usually very outgoing.	32. I am usually very reserved.
3. I am usually very outgoing.	13. I am usually very reserved.	23. I am usually very outgoing.	33. I am usually very reserved.
4. I am usually very outgoing.	14. I am usually very reserved.	24. I am usually very outgoing.	34. I am usually very reserved.
5. I am usually very outgoing.	15. I am usually very reserved.	25. I am usually very outgoing.	35. I am usually very reserved.
6. I am usually very outgoing.	16. I am usually very reserved.	26. I am usually very outgoing.	36. I am usually very reserved.
7. I am usually very outgoing.	17. I am usually very reserved.	27. I am usually very outgoing.	37. I am usually very reserved.
8. I am usually very outgoing.	18. I am usually very reserved.	28. I am usually very outgoing.	38. I am usually very reserved.
9. I am usually very outgoing.	19. I am usually very reserved.	29. I am usually very outgoing.	39. I am usually very reserved.
10. I am usually very outgoing.	20. I am usually very reserved.	30. I am usually very outgoing.	40. I am usually very reserved.

Scoring: Add up the number of A's, S's, N's, and I's in each column. The column with the highest total is your dominant temperament. The column with the lowest total is your secondary temperament.

1 Total the number of alike letters across the page for each horizontal row; write that total in the space provided for each letter. DO THIS FIRST BEFORE GOING ON!

2 Next, add down the columns of the tally sheet and total the alike letters; that is, all the E's, S's, N's, etc., and place the total for each letter in the spaces provided at the bottom of the tally sheet.

Scoring

Circle one of the two letters at the bottom of the page which has the higher total number in each of the four areas. That is, circle either "E" or "I", then circle either "S" or "N", then circle either "T" or "F", then circle either "J" or "P". If the letters are equal, choose the one on the left side (for example, if E and I are equal choose E).

Place the four letters you have circled in the spaces provided at the top right of this page. This is your 4 letter combination.

Find your 4 letter combination in the Description box. Follow the arrow to find your description in the TEMPERAMENT column and in the INDIVIDUAL STYLE column beside your 4 letter combination.

LETTERS	TEMPERAMENT	INDIVIDUAL STYLE
ESTJ	Executive	Traditional
ESTP	Executive	Pragmatic
ISTJ	Guardian	Traditional
ISTP	Guardian	Pragmatic
ESFJ	Executive	Traditional
ESFP	Executive	Pragmatic
ISFJ	Guardian	Traditional
ISFP	Guardian	Pragmatic
ENFJ	Executive	Traditional
ENFP	Executive	Pragmatic
INFJ	Guardian	Traditional
INFP	Guardian	Pragmatic
ENTJ	Executive	Traditional
ENTP	Executive	Pragmatic
INTJ	Guardian	Traditional
INTP	Guardian	Pragmatic

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1. Total the number of letters across the page for each letter. DO NOT WRITE IN THESE SPACES.
2. NEXT, add down the columns of the tally sheet and total the number of letters for each letter. Write the total in the space provided at the bottom of the tally sheet.
3. Circle one of the two letters in the bottom of the page which has the higher total number in each of the four areas. That letter is your 4 letter combination.

TOTAL THE P's AND P's IN THIS ROW

TOTAL THE S's AND N's IN THIS ROW

TOTAL THE S's AND N's IN THIS ROW

TOTAL THE T's AND F's IN THIS ROW

TOTAL THE T's AND F's IN THIS ROW

TOTAL THE J's AND P's IN THIS ROW

TOTAL THE J's AND P's IN THIS ROW

TOTAL THE E's AND I's IN THIS ROW

TOTAL THE S's AND N's IN THIS ROW

TOTAL THE S's AND N's IN THIS ROW

TOTAL THE T's AND F's IN THIS ROW

TOTAL THE T's AND F's IN THIS ROW

TOTAL THE J's AND P's IN THIS ROW

TOTAL THE J's AND P's IN THIS ROW

TOTAL ALL COLUMNS

Scoring

PLACE THE FOUR LETTERS YOU HAVE CIRCLED IN THE SPACES PROVIDED. THIS IS YOUR 4 LETTER COMBINATION.

E or I S or N T or F J or P

This is your 4 letter combination.

Once you have your 4 letter combination, find it in the description box below. Next to the letter combination, find the description in the space under your TEMPERAMENT. Follow the arrow again to find your INDIVIDUAL STYLE. Finally, write down your TEMPERAMENT and INDIVIDUAL STYLE in the spaces provided at the bottom of the page.

YOUR DESCRIPTION

FOUR LETTER COMBINATION	TEMPERAMENT	INDIVIDUAL STYLE
ENFJ	Seeker	Trainer
ENFP	Seeker	Journalist
ENTJ	Analyst	Field Marshal
ENTP	Analyst	Inventor
ESFJ	Stabilizer	Seller
ESFP	Troubleshooter	Entertainer
ESTJ	Stabilizer	Administrator
ESTP	Troubleshooter	Promoter
INFJ	Seeker	Author
INFP	Seeker	Investigator
INTJ	Analyst	Scientist
INTP	Analyst	Architect
ISFJ	Stabilizer	Saver
ISFP	Troubleshooter	Artist
ISTJ	Stabilizer	Trustee
ISTP	Troubleshooter	Calligrapher

MY TEMPERAMENT

MY INDIVIDUAL STYLE

NOW TURN TO PAGE 4 TO BEGIN READING ABOUT YOUR TEMPERAMENT AND THEN TO THE APPENDIX TO READ YOUR INDIVIDUAL STYLE.