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# **The Keirsey Temperament Sorter® II Classic Temperament Report**

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Report prepared for: **Joellyn Schwerdlin**

Saturday, June 04, 2005



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**Temperament:** Idealist™

**Type:** Counselor (INFJ)

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 Idealist (NF). Idealists are relatively rare, making up no more than 15 to 20 percent of the population. Yet their ability to inspire people with their enthusiasm and idealism has given them influence far beyond their numbers. Your particular personality type, the Counselor (INFJ), makes up little more than 3 to 4 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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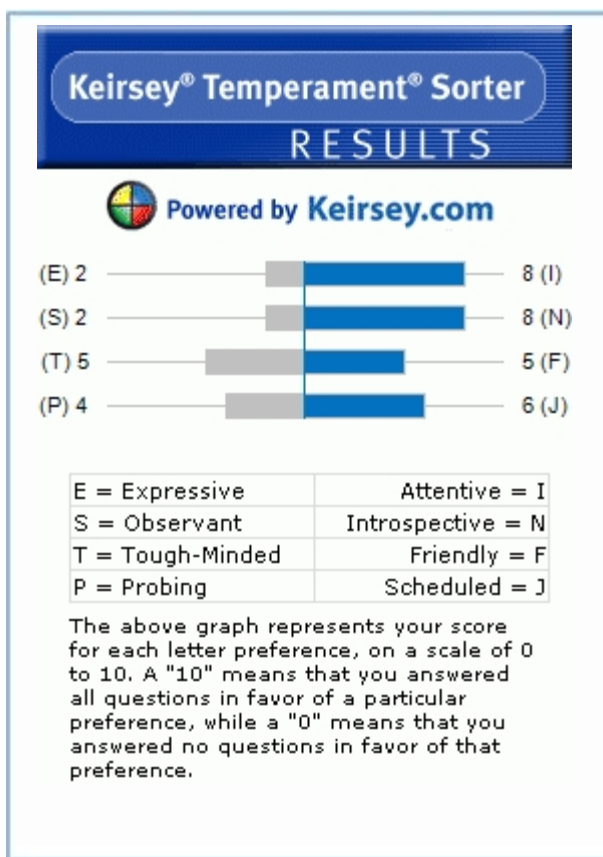
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## About Your Idealist Temperament

There are four types of Idealists (NFs): Teachers, Counselors, Champions, and Healers. These four personality types share several core characteristics. Firstly, Idealists are seekers focused on both personal journeys and human potentials.

Idealists are spiritual, intuitive people who can enjoy spending a great deal of time and energy working toward a better understanding of who they are. The ultimate hope of this group is to attain true wisdom. For the most part, Idealists are enthusiastic individuals who can find joy in meaningful relationships as well as the world around them. People of this temperament can pride themselves on being loving, kindhearted, and authentic. Other fine traits include being more giving and trusting than many around them. An often-passionate temperament that yearns for romance, Idealists can make intense mates, nurturing parents, and inspirational leaders.

### The Four Types of Idealists Are:

- **Teacher (ENFJ)**
- **Counselor (INFJ)**
- **Champion (ENFP)**
- **Healer (INFP)**

### All Idealists share the following core characteristics:

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

## 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.

**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.

**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 Counselor**

Counselors like you have an exceptionally strong desire to contribute to the welfare of others. As a result, you may find great personal fulfillment interacting with others to nurture their personal development. Indeed, you can be a wonderful guide when it comes to helping individuals realize their full potential.

Counselors can be hard to get to know because they're not the kind to open up easily. On the contrary, you tend not to share your inner thoughts or powerful emotional reactions about life with anyone but your most trusted confidants. You belong to a highly private group of people who have unusually rich, often complicated, inner lives. In your own life, you may sometimes find that friends or colleagues that have known you for years are still surprised to learn new things about you. This is probably because you typically reveal yourself to others much more slowly than most people would. It's not that you're trying to be mysterious or withholding. You simply prefer to keep a good deal to yourself.

You're the kind of individual who not only enjoys but often needs your alone time; it recharges your batteries. However, as a Counselor you also seem to do quite well connecting with both individuals and groups so long as your interactions together aren't superficial. You can be a great listener who is truly interested in helping people with their personal problems. This kindness and positivity is likely well known among those close to you. In addition to these traits, chances are you also possess strong leadership qualities. However, because the Counselor in you would prefer to work behind the scenes, your influence may not be so readily apparent.

Your type tends to work very effectively in organizations. Valuing staff harmony is an important part of this. More than others, you seem to know how to use human systems creatively. This makes you good at consulting and cooperating with others. Having people like you in an organization can go a long way to ensuring that things run smoothly and pleasantly. As a manager, you can be a wonderful mentor, sharing your knowledge in ways that have a ripple effect to the group as a whole. Whether you're an employee or supervisor, it seems your type is always concerned with people's feelings. As a result, you can be a great barometer to measure the feelings and culture within an organization.

Most Counselors are blessed with vivid imaginations. In fact, your type is often seen as the most poetic of all sixteen. Perhaps you find yourself using a lot of poetic or vivid language in your own life. Compared to the people around you, you probably have a great facility with language -- both written and spoken. It is this quality that helps you communicate with people in such a personal way.

If you can easily recognize another's intentions or motives, chalk it up to having a Counselor's highly intuitive nature. You probably don't even understand how you've come to read others so adeptly. In some cases this extreme sensitivity to others could even be the basis of a remarkable ability to experience psychic phenomena.



## **Famous Counselors**

Did you know that Mohandas Gandhi and Eleanor Roosevelt were both Counselors too? It's not so surprising when you think about it.



As an activist and lawyer during the early 20th century, Gandhi worked to assure India's independence from Great Britain and to resolve conflicts between the Hindu and Muslim factions in his country. His remaining legacy is equally appropriate for a Counselor, as Gandhi is known for embodying teachings of nonviolence.



First Lady Eleanor Roosevelt showed herself to be a natural Counselor as well. She went on vast lecture tours, traveling more than any first lady before her. During her time, she chaired the United Nation's human rights commission and lived by her motto: "It's better to light a candle than to curse the darkness."



## Work and Career

### Your Ideal Work Environment

In work, as in the rest of your life, your beliefs are the arbiter of your actions, even if you cannot articulate those ideals specifically. More than most people you hold a strong, clear sense of the way the universe works: what's right, what's wrong, and what your purpose is in the overall scheme of things.

In your ideal job, you would be able to embody your beliefs through your relationships with colleagues. Your sense of reward in the workplace often comes from helping others access their own deepest ideals or finding confirmation for your own. You may also focus your efforts on correcting any discrepancies you see between people's behavior at work and organizational or human ideals. However, because you're sometimes painfully aware of your own shortcomings, you're usually reluctant to impose your values on others. Instead, you tend to seek out or create environments that naturally support your vision. If circumstances arise that demand you to compromise this internal compass, you may become paralyzed or change direction entirely.

Like other Idealists, you are wired to pursue personal growth, authenticity, and integrity. You yearn to develop yourself fully as an individual and to facilitate that growth in others. You tend to thrive when you can turn your attention to the personal concerns of your co-workers, clients, and customers, as well as to your own personal growth.

### 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 often uncomfortable working with Artisans, as their competitive nature is at odds with your belief in cooperation and teamwork to achieve the best results. However, you do appreciate their "go for it" attitude and ability to fight fires and overcome tough obstacles.



### 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.

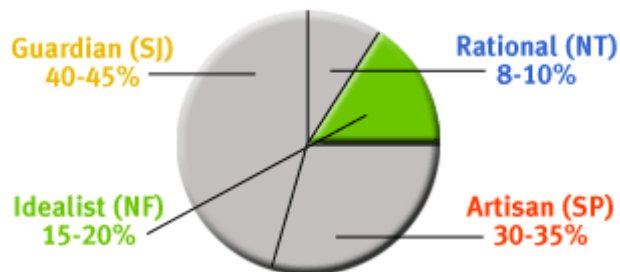


At work, Guardians tend to be administrators and managers. They can be experts at doing what needs to be done in the manner it must be done. They are dependable, accountable, realistic, and service-oriented. Co-workers likely appreciate their desire to belong and contribute but may perceive Guardians 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, putting the needs of the organization ahead of those of individuals. You, on the other hand, are more sensitive to the needs of the people in the organization. Many Idealist / Guardian conflicts stem from this difference in perspective.

### 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.

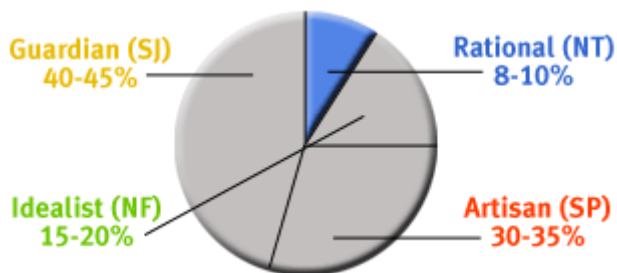
If you are part of a team made up primarily of Idealists, make sure you keep in mind the goals and objectives you need to meet to be successful. Ideological conflict within a team often leads to a more thorough approach and better solutions -- don't let your need for harmony keep the team from rigorous debate during your discovery process.





### 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 are likely comfortable working with most Rationals, as you appreciate their strategic outlook and ability to see the big picture (as you do). However, Rationals' seeming indifference to personal niceties can leave you feeling unappreciated. Remember not to take it personally.

### Tips to Help You Find the Right Workplace

- Try to seek out an aesthetically pleasing, personal, and democratic environment in which you and your co-workers are free to be yourselves and to build friendships.
- Be wary of career moves that take you away from the core of what you love or compromise your strong ideals.
- Don't underestimate the value of life experience you picked up outside the parameters of formal schooling or paid work. Give yourself credit for all of your talents.
- Consider creating your own job.

In general, as an Idealist, you're part of a pretty satisfied bunch when it comes to work. About 75% of Idealists are either extremely or somewhat satisfied in their current positions. This contentment doesn't appear to be related to flexible schedules, lucrative stock options, altruistic practices, allowing pets in the workplace, or even company-sponsored parties on Fridays. Having challenging work seems to tip the scales a little bit. However, overall, Idealists like you simply seem to like what they do. With this statistic in mind, it appears that career choice in itself will be the key to your workplace happiness and success.





## Love and Relationships

You belong to the most empathetic of all the types. For Counselors like you, every human life can be looked at as a microcosm of the human experience. As a result, in your intimate relationships with others, especially in committed love relationships, you can learn about the meaning of life itself.

You typically appreciate the rewards that come from serious connections much more than those derived from casual dating. In love, you're seeking your soul mate. You're apt to want a partner who is willing to be, in Rilke's words, "a guardian of your solitude." You hope that you and your partner can enrich each other's vision of life. For a romantic partner, you may look for people who are somewhat different than you. As a result, types who are more happy-go-lucky can be very attractive to you. Chances are you admire that they seem free from the inner complexity that is both a blessing and a curse for you. During the early stages of relationships, the differences between you and your mate are likely to be especially endearing and fun.

## About You

You are more likely than other Idealists to be more selective about whom you allow to become close to you. You may survey the field and set your sights on someone who, to you, has superior qualities, but you may have difficulty in letting the other person know of your interest. You may need to learn how to flirt in order to get your message across.

Dating can seem somewhat of a serious business, but if you do fall for someone, you may fall hard. It may take awhile for you to get the "stars out of your eyes" so you can see the real, rather than the idealized, person. Your empathetic ability may keep the other person attached to you long after you have decided that their ideals are not similar enough to yours to keep them as a mate.

One difficulty that you may have in a relationship is believing that the other person will change to meet your needs if you just become clearer in making them known. You do your best to adapt yourself to the other person's desires, so, of course, they must want to do the same for you. However, the adjustments that both of you can make are not as great as you think they should be and you may be unpleasantly surprised.

Your partner may have some difficulty in living up to your expectations. If you cannot adjust them to be more realistic, the partnership may dissolve. The best partnerships for you are ones in which both partners exhibit a great deal of loyalty to each other, give each other some space to be themselves, and have reasonably similar values.

## About Your Partner

### If Your Partner Is an Artisan

**Idealist (NF)/Artisan (SP):** Idealist/Artisan pairings are likely to be imaginative romps, marked by freedom, spontaneity, and sensual pleasures. The Idealists can find that the Artisans' need for action stimulates them to participate more fully in the now. The Artisans can enjoy the



Idealists' sensitivity and empathy for others and their deep interest in their partner's success. 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: Idealists in areas for self-development and Artisans in areas to express their 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](#)

**Idealist (NF)/Guardian (SJ):** Idealist/Guardian pairings can be true-blue partnerships focused on comfort, stability, and mutual dependability. Because Guardians and Idealists are usually law-abiding types who believe in following the rules, they can make a good match. Idealists can appreciate the Guardians' practicality and ability to deal with day-to-day matters that may interrupt the Idealists' dreams for the future. Guardians may appreciate the Idealists' sensitivity



for others and their desire to help their partners succeed. Problems may arise at times because Idealists' morals and values tend to have a wider range than their Guardian mates.' For the relationship to succeed, both will need to understand the differences in how each shows caring for the other and appreciate those efforts.

**What 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](#)

**Idealist (NF)/Idealist (NF):** Idealist/Idealist pairings can result in deep and meaningful love because Idealists often find tremendous satisfaction in sharing each other's inner world and exploring their mutual personal development. In essence, each partner helps the other along the road to self-knowledge. However, if the couple is too much alike the relationship risks becoming narrowly focused or even boring. If one partner has a strongly held value that is in



conflict with the other's, either partner may become deeply hurt and begin to withdraw. Loss of deep caring is particularly painful for Idealists. For the relationship to succeed, each person must allow the other some differences of opinions, be willing to allow the other personal space and be willing to agree to disagree without rancor.

**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](#)

**Idealist (NF)/Rational (NT):** Idealist/Rational 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. Idealists can enjoy the intellectual gymnastics of their Rational partners. Rationals can be fascinated by Idealists' sensitivity and empathy for others. However, conflicts can occur if either partner's closely held ideals don't match those of the other. If Idealists denigrate or ignore their Rational partner's need for intellectual stimulation, or if Rationals refuse to participate with Idealists' social needs, the relationship deteriorates. For the relationship to succeed, each partner needs stimulation from other people to foster self-development and to continue to provide new ideas.



**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>

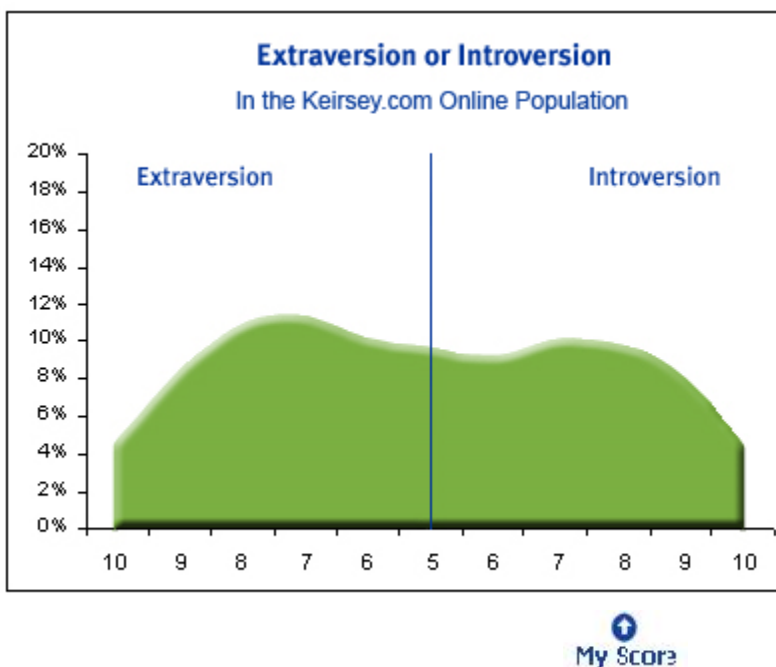
### E/I Scale

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.

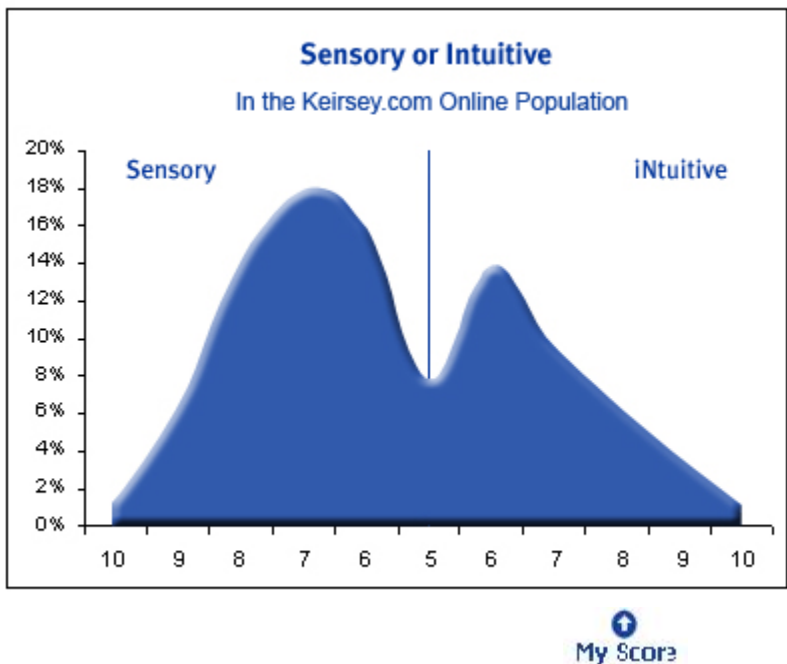
Remember, however, that no one is simply an Extravert or an Introvert. These terms are merely end points on the E-I scale, with most everyone falling somewhere in between. Most individuals embody a mixture of these two social styles. Also, different tasks or roles at work or in the family can bring out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

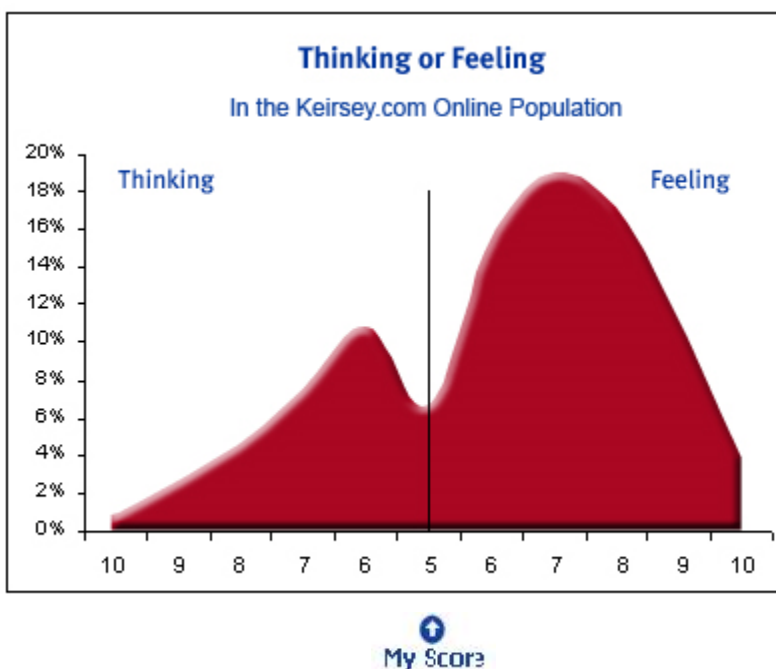
### T/F Scale

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.



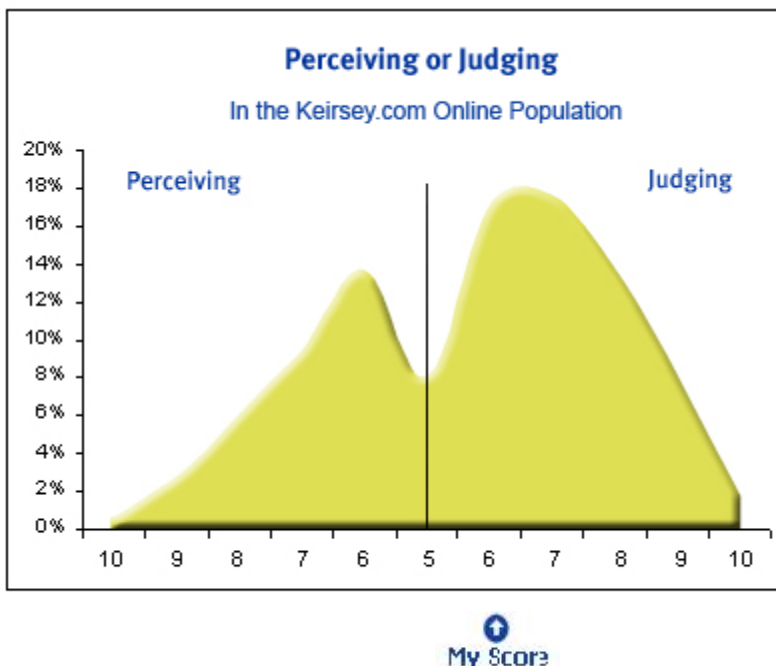


### J/P Scale

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.