

Profile of the Artisan (SP) Temperament

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This document contains detailed information about the *Artisans*, 1 of 4 Keirsey Temperaments. It references content already mentioned in the document called *Understanding Your Personality Assessment Results*, which can be found on the [Digital Citizen](#) website. If you are reading this and do not understand some of the concepts or terminology, please refer to said document.

This Temperament analysis comes with the following sections:

- Summary portrait
- Famous figures of this Temperament, some of their profile links and quotes
- Work related info like job fitting, dealing with stresses and bosses, *etc.*
- Romantic tendencies for men and women of the Temperament

Words of Caution in Interpreting This Material

The biggest mistake I often see with the presentation of personality assessment results is that they are spoken of in absolute terms, when they should be discussed as majority tendencies.

You got a percentage score with each of your Jung type preferences (letter) if you took the test I supplied. That score is an indication of how strong you have those tendencies. A 75% score on Thinking, for example, means you rely on Thinking about 75% of the time to make decisions rather than Feelings. But it also means you use or value Feelings 25% of the time, rather than that you are a Thinking decision-maker all of the time. You have to keep these percentages in mind when interpreting this content as it may apply to you or someone else.

Do **NOT** compare your percentage scores with someone else's as if they were absolute. That is, if you had a 75% Thinking score, that does not mean you are more logical than someone with a 65% Thinking score. The best way I can think to illustrate this is with an analogy. Your percentage is like how you break up *your* "pie", where the whole is both Preferences (Thinking and Feeling here). Someone could have a 55% Thinking score & be more logical in their decision-making than you. That's because *their* "pie" might be bigger than yours. They may put more of, both, Thinking and Feeling, into their decision-making, or may be capable of more complex logical decision-making than you. They just don't rely on Thinking 75% of the time like you. That's all those percentages mean, so keep your % scores only for your own comparison.

While it may more convenient, less convoluted and more convincing to discuss your results in absolute terms, it is not true. People are complex and there's no way of "dumbing them down" to understand them. All that does is either create misunderstandings or skepticism in the results.

Use the Results as a Starting Point, Not an End Point

Jung's personality type results are generalized, so they can be used as prejudice if you use them as an end point to judge others. This is true if you use the results to judge individuals and condemn them to certain behaviours *all* of the time, when you know it is only true more times than not. It is also unfair to expect all people of a certain personality type to all behave the same way given a certain situation, as each has freedom to behave any way in any certain situations.

Humans are not preprogrammed machines. We do not behave with absolute consistency. We just have tendencies. We are creatures of habit, not logic. As a result, use the Jung personality type results as a starting point to understand each other, not an end point to condemn each other.

The Four Temperaments

Some of the most important work done in Personality Typing has been done by David Keirsey. He created the Keirsey Temperament Sorter, upon which the test you took was based, on top of the Jung personality type theory. In his research, he has made observations that have allowed him to combine two of the four sets of preferences (letters) into four distinct *Temperaments*.

The Temperaments are based on how people see the world via the *Sensing* or *iNtuitive* Preference. The *Sensing* types, being those who care more for things the way they are, just react to it. They can either prefer to accept it the way it is (*Judging*, so *SJ*) or experience it (*Perceiving*, so *SP*). The *iNtuitive* types are about possibilities and the future, which means things have to be changed, and change means decisions on what needs to be changed and how, so they invoke their decision-making Preferences (*Thinking* or *Feeling*, so *NT* or *NF*).

Four of the 16 possible Jung personality types fit into each Temperament as follows:

SJ – Guardians

- ESTJ – Supervisors
- ISTJ – Inspectors
- ESFJ – Providers
- ISFJ – Protectors

SP – Artisans (focus of this document)

- ESTP – Promoters
- ISTP – Crafters
- ESFP – Performers
- ISFP – Composers

NT – Rationals

- ENTJ – Field Marshals
- INTJ – Masterminds
- ENTP – Inventors
- INTP – Architects

NF – Idealists

- ENFJ – Teachers
- INFJ – Counselors
- ENFP – Champions
- INFP – Healers

Portrait of the Artisans

Keirsey combines those Jung personality types with the Sensing and Perceiving (S and P) preferences into a Temperament called the *Artisans*. Keirsey describes the SP group's primary objective as "sensation seeking" and can be thought of as thrill seekers, with "thrill" being relative rather than just extreme thrills. The SP types tend to be "SPontaneous" in that sense. The SP Temperament includes these types and their symbolic names:

- ESTP – Promoters
- ISTP – Crafters
- ESFP – Performers
- ISFP – Composers

About 30-35% of the general population are of the Artisan Temperament.

Detailed profiles of each of these Personality Types can be found on the [Digital Citizen](#) website.

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.

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. Guardians can have a lot of fun with their friends, but they are quite serious about their duties and responsibilities. Guardians take pride in being dependable and trustworthy; if there's a job to be done, they can be counted on to put their shoulder to the wheel. Guardians also believe in law and order, and sometimes worry that respect for authority, even a fundamental sense of right and wrong, is being lost. Perhaps this is why Guardians honor customs and traditions so strongly – they are familiar patterns that help bring stability to our modern, fast-paced world.

Artisans are most at home in the real world of solid objects that can be made and manipulated, and of real-life events that can be experienced in the here and now. Artisans have exceptionally keen senses, and love working with their hands. They seem right at home with tools, instruments, and vehicles of all kinds, and their actions are usually aimed at getting them where they want to go, and as quickly as possible. Thus Artisans will strike off boldly down roads that others might consider risky or impossible, doing whatever it takes, rules or no rules, to accomplish their goals. This devil-may-care attitude also gives the Artisans a winning way with people, and they are often irresistibly charming with family, friends, and co-workers.

Artisans want to be where the action is; they seek out adventure and show a constant hunger for pleasure and stimulation. They believe that variety is the spice of life, and that doing things that aren't fun or exciting is a waste of time. Artisans are impulsive, adaptable, competitive, and

believe the next throw of the dice will be the lucky one. They can also be generous to a fault, always ready to share with their friends from the bounty of life. Above all, Artisans need to be free to do what they wish, when they wish. They resist being tied or bound or confined or obligated; they would rather not wait, or save, or store, or live for tomorrow. In the Artisan view, today must be enjoyed, for tomorrow never comes.

There are many Artisans, perhaps 30 to 35 percent of the population, which is good, because they create much of the beauty, grace, fun, and excitement the rest of us enjoy in life.

Famous Artisans

Art & Entertainment / Sports / Journalism / Literature

- Elvis Presley (Performer)
- Elizabeth Taylor (Performer)
- Pablo Picasso (Performer)
- John Goodman (Performer)
- “Magic” Johnson (Performer)
- Marilyn Monroe (Performer)
- Judy Garland (Performer)
- Ernest Hemingway (Promoter)
- F. Scott Fitzgerald (Promoter)
- Norman Mailer
- Hugh Hefner (Promoter)
- Neil Simon (Composer)
- Steven Spielberg (Composer)
- Wolfgang Amadeus Mozart (Composer)
- Paul Gauguin (Composer)
- Johnny Carson (Composer)
- Mel Brooks (Composer)
- Alan Ayckbourn (Composer)
- Madonna (Promoter)
- Mae West (Promoter)
- Grace Slick (Promoter)
- Jonathan Winters (Performer)
- Barbra Streisand (Composer)
- Cher (Composer)
- Bob Dylan (Composer)
- Clint Eastwood (Crafter)
- Michael Jordan (Crafter)
- Tiger Woods (Crafter)
- Woody Allen (Crafter)
- Katherine Hepburn (Crafter)
- Kris Kristofferson (Crafter)
- Frida Kahlo (Crafter)

Business/Industry/Finance

- John Paul Getty (Promoter)
- Donald Trump (Promoter)
- Charles Lindbergh (Crafter)

Politics / Government / Military

- Franklin D. Roosevelt (Promoter)
- Theodore Roosevelt (Promoter)
- John F. Kennedy (Promoter)
- Lyndon B. Johnson (Promoter)
- Ronald Reagan (Performer)
- Bill Clinton (Performer)
- George W. Bush (Promoter)
- Winston Churchill (Promoter)
- Eva Peron (Promoter)
- Chuck Yeager (Crafter)
- Alan Shepard (Crafter)
- George S. Patton (Promoter)
- Erwin Rommel (Crafter)
- Charles XII of Sweden (Crafter)
- Nikita Khrushchev (Performer)
- Boris Yeltzin

Science / Education / Humanities / Philosophy / Religion

- Jean-Jacques Rousseau (Composer)

Profiles of Famous Artisans

- [Bill Clinton](#)
- [Bob Dylan](#)
- [Ernest Hemingway](#)
- [Michael Jordan](#)
- [Franklin D. Roosevelt](#)
- [Theodore Roosevelt](#)
- [Ronald Reagan](#)

SP Artisan Quotes

"... We shall go on to the end, we shall fight in France, we shall fight on the seas and oceans, we shall fight with growing confidence and growing strength in the air, we shall defend our island, whatever the cost may be, we shall fight on the beaches, we shall fight on the landing grounds, we shall fight in the fields and in the streets, we shall fight in the hills; we will never surrender."

– Winston Churchill (Promoter)

"Let's light this candle." (Just before his lift-off into space)

– Alan Shepard (Crafter)

"Be water, my friend." (On the subject of flexibility and adaptability)

"When you need it, ITS THERE." (On the subject of practiced skill)

– Bruce Lee (Crafter)

"Taste is the enemy of creativeness."

– Pablo Picasso (Performer)

"I believe that it's better to be looked over than it is to be overlooked."

– Mae West (Promoter)

"Freedom is just another word for nothing to left to lose."

– Kris Kristofferson (Crafter)

"We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone, and one which we intend to win."

– John F. Kennedy (Promoter)

"Forgotten is forgiven."

– F. Scott Fitzgerald (Promoter)

"Some years I'm the coolest thing that ever happened, and then the next year everyone's so over me, and I'm just so past my sell date."

– Cher (Composer)

Job Fitting for Artisans (Finding Freedom and Action)

The Baby Boomers publicized the phrase, "Finding Your Passion." As a career counselor, I've known people to be quite concerned because they couldn't find their passion. Certain types of personalities resonate to this phrase while others don't.

The most passionate types are the Artisan *Performer (ESFP)* and *Composer (ISFP)* plus the Idealist *Champion (ENFP)* and *Healer (INFP)*. All are highly sensitive to values conflicts and many are willing to use their passion to fight injustices. Amy, a *Healer (INFP)*, worked to set up an alternative high school since she found her town's high school so rigid that too many students were dropping out. She said, "I got so angry because all the administration was focused on was following rules and regs, not in helping the students become successful human beings. So I went to work to give students that didn't fit into their tiny box a real chance to learn and grow."

Rationals, especially the *Field Marshal (ENTJ)* and *Mastermind (INTJ)*, may not respond well to the word "passionate," unless they are a member of the Baby Boom generation which frequently used the word. However, words like "interesting," "fascinating," and "intense" have a higher resonance with them. Says Rich, a Mastermind, "I'm not a Boomer and I don't like going off half-cocked with emotion, but when I find an area that is fascinating, I really immerse myself in it. I guess you could call it my passion, but I prefer to see it as intense interest."

Some people choose to have a career that just pays the bills and keep their highest interest or passion for their outside activities. Mike, an Artisan *Crafter (ISTP)*, says, "I like my job as a mechanic well enough, but what really turns me on is when a disaster hits. I volunteer for the Red Cross and can be sent anywhere. I love the intensity and the need for fast action and quick decisions. The change of pace between the emergencies and the regular job is great!"

Sometimes the job market where the person lives is limited and they need to find other ways to make their life satisfying. Martha, a Guardian *Provider (ESFJ)*, lives in a small town and works as a waitress. "I always wanted to go to nursing school, but we were poor and there just wasn't enough money. I'm a pretty good waitress and everyone in town knows me, but what I'm really known for is quilts and blankets. I formed a group to make quilts and blankets for children suffering from cancer. I can hardly wait to get home from the restaurant so I can work on my current project."

While Artisans might not consciously substitute the words “Finding Freedom and Action” for the Baby Boomer phrase, “Finding Your Passion,” these are driving forces behind an Artisan’s need to find life satisfaction.

Artisans are usually pretty independent. However, some do seek leadership positions. The two most likely Artisans to seek leadership are the **Promoter (ESTP)** and the **Performer (ESFP)**. In fact, the book *Presidential Temperament* by Ray Choinierre and David Keirse (1992) names Franklin D. Roosevelt, John F. Kennedy, Lyndon B. Johnson, Ronald Reagan, and Bill Clinton as Artisans. The Promoter is a tougher negotiator than the Performer who manages with a great deal of charm.

The **Promoter** is drawn to action careers such as paramedic, military personnel, police officer, and pilot. Some have a fascination with finance and can become financial advisors or stock-brokers. They are also good in sales positions and love the competition for prizes. Some may become news reporters, sportscasters, auctioneers, fitness instructors, or skilled tradesmen. Says Roger, “I like meeting new people and negotiating the deal on a new car. I like the change of pace - some days fast and some laid-back.”

The **Performer**, like the Promoter, can also be good in sales, sports, or entertainment. They usually spend a little more time with the customer than the Promoter and enjoy the conversation so much that they sometimes have to be reminded to close the sale. They may find careers in the entertainment industry as a performer, promoter, or musician. In business they can be a PR specialist, a fund-raiser, or a labor relations mediator. Says Brigitta, an emergency room nurse, “Some people might find my job too stressful, but I like having to act fast. I’m good at calming people down while I’m dealing with their medical problems. Every day is different.”

Probably the most independent type of Artisan is the **Crafter (ISTP)**. This personality type has the fastest eye-hand coordination of all the types so it is common to see them using this skill. They may run their own business as a chiropractor or optometrist. They may be a computer programmer or technician. Any of the action jobs such as pilot, race car driver, intelligence agent, marshal, may appeal to them. They may use their analytical skills to become a banker, purchasing agent, or securities analyst. In construction, they can be found in all of the trades. Says Bianca, “My dad was a marble mason. The pay was good. The guys said I couldn’t hack it and gave me a hard time. But I’ve got a real feel for how the marble should match up. I got my union card!”

The most difficult to pigeonhole is the **Composer (ISFP)**. They are driven by their values and usually have a strong aesthetic sense. If they have a driving force to do good, you may find them in medical or veterinary occupations or in social services or education. If they need to express their artistic talents, they may be a painter, a potter, a jeweler, a fashion designer, a carpenter, or a chef. Some are called to more technical occupations such as surveyor, botanist, or chemist. Still others are in the service industry as wait-people, beauticians, or retail clerks. Some do a variety of clerical services and may be bookkeepers or legal secretaries. Says Lorenzo, “Being a chef is more than making a good meal. The taste, aroma and presentation of the food must be perfect - like creating a great symphony.”

Having a life of action and freedom is what makes an Artisan tick and gives them a sense of being alive.

How Artisans Deal with Work Stress (Acting Out)

How do you deal with work-related stress? Each personality type has different stressors and copes in different ways. Better understanding of your own stressors and coping mechanisms can help you reduce the tension and anxiety work stress often creates.

Since Artisans are usually optimistic and like taking risks, it takes a lot to get them stressed. But if they become severely stressed, Artisans can act out against others or themselves.

The *Promoter* can become stressed if their options get closed off and they are forced to work in a very structured environment. Since their highest skill is being tactical in the here-and-now, excessive focus on the future will also stress them. Losing flexibility triggers internal confusion and thoughts of dire consequences. This can cause them to lash out at others and even take actions of revenge. To get back to normal they need to develop contingency plans and get help from others in setting priorities. Says Dirk, "I once had a job that was like a straight-jacket no flexibility. I got out of it as quick as I could. I felt cold plotting anger until I could get out. Now my situation is fluid and life is fun again."

The *Crafter* is the most freedom-loving of all of the Artisans. They can't stand being fenced in or faced with high emotion. They generally are seen as the strong, silent type. If they don't have the freedom to be alone and independent, they can become hypersensitive to relationships and can lash out in mean and sneaky ways. To get back to normal, they need physical and emotional space. It is especially important that others do not ask how they FEEL. Says Irene, "I was injured in a copter crash. Yeah, I get care and PT, but I want people to back off asking me how I feel. Give me space. I'll get retraining when I'm good and ready. When I decide what to do, get out of my way."

The *Performer* loves fun and pleasure. Their love of life is attractive to others and at times they become the center of attention. If things around them become too constricted or too sour, it takes a toll on the Performer. They can become suspicious of others and even of themselves. Their unhappiness can seem overwhelming to them and in an effort to become happy, even temporarily, they can binge on food, alcohol, gambling or shopping. To recover they need to seek other avenues for happiness and need help from others in setting priorities. Phony reassurances will not work. Physical activity is needed to get them back in balance and away from the gloom and doom. Says Pierre, "I'm French and always thought I could handle my wine, but when the company I worked for seemed to be going under, I partied and drank too much. Luckily a friend said I'd feel better if I started running with him. It is amazing how it helped to change my perspective. I also changed companies. Life is good again."

The *Composer* is the most sensitive of all the Artisans to negativity and excessive criticism. Values conflicts are especially painful for them. Also threats of layoffs are harder on them than any of the other Artisans, provided that they like their job and the company. Instead of attacking outwardly, they turn the attacks on themselves and can act in such a way as to injure them. If others stop trying to reason with them, but simply validate their feelings, then leave them alone, the self-destructing thoughts will usually stop on their own. Says Sonja, "When we were told that our division would have to shrink, I started to find all sorts of reasons why I would be the

first to go. Luckily my friend said that many of the same reasons would apply to her and asked me to make a pact that we would help each other no matter what happened. Somehow I could then focus on new options. When the layoff list was finally revealed, neither of us was on it. It really helps when someone believes in you and doesn't tell you that you're crazy when you find lots of reasons that things won't go well."

Getting Along with Artisan Bosses

What clues can you use to see if your boss might be an Artisan? Does your boss have the ability to react quickly in an emergency? Does your boss emphasize points by showing the action with their hands? Is your boss's posture more flexible than stiff? Does your boss talk about what is happening now rather than in the past or the future? Is your boss able to accept risk and enjoy the experience of an adrenaline high? If so, your boss could be an Artisan.

Hot buttons for an Artisan boss are:

- Employees who don't react quickly when they give one of their infrequent orders
- Employees who talk, but don't act
- Employees who try to force everyone to conform to a narrow standard

Being successful with your Artisan Boss means being very aware of what is going on in the here-and-now and being able to act in a time of emergency. It also means cultivating a sense of humor because Artisans believe that "all work and no play makes Jack a dull boy." Laughter is prized in an Artisan's workforce.

Artisans become very frustrated with the employee who won't try something new. Artisans are masters of variation and expect employees to be as innovative. They also value pragmatic outcomes over strict playing-by-the-rules. You'll be seen as more valuable with your Artisan boss if you do some experimentation - especially if you can cut the time to get a job done so everyone can have more freedom.

There are four different kinds of Artisan bosses. The Artisan *Promoter* wants to make an impact on the organization and mobilizes employees to that aim. When working with this supervisor, be conscious of this goal and act speedily on their orders. The Artisan *Crafter* likes dealing with challenging problems that have stumped others. Support their ingenuity and demonstrate that you can think and act outside of the box. The Artisan *Performer* wants work to be fun, wants people show team spirit, and loves taking on new projects. To be successful with this boss, you need to reflect back enthusiasm for the adventure. The Artisan *Composer* is a quiet leader who respects individual differences and fosters them. Show respect for diversity of thinking and acting and help your supervisor mentor others to success.

Artisan *Promoters* and Artisan *Crafters* are usually direct in their communication, although the Crafter is more attuned to action than to words. Artisan *Performers* and Artisan *Composers* are more indirect in their communication. They may hint at what they want more than say it directly. Be sensitive to those hints and take action. With all Artisans, it is the actions that you take more than the words that you say that win their admiration. They admire the bold rather

than the conservative. So start noticing the areas in which they are bold to know where you, too, might take action.

Please check the [Digital Citizen](#) website for other Temperament profiles to see how to get along with bosses of those types. Getting along is different from presenting, discussed following.

How Artisans Should Present to Non-Artisan Bosses

Mark, a marketing communications manager at a large non-profit organization, was presenting an update of his branding program to Tyler, the Executive Director, and his staff. Mark had worked hard to overcome numerous internal organization obstacles, as there were many entrenched bureaucracies within the organization with competing charters. In fact, Mark was able to implement several initiatives that had been attempted by his various predecessors over the past several years, but had been stymied by internal red-tape. Mark fairly glowed as he described how he had steam-rolled the internal opposition to his quest, and achieved goals that had been high-priority objectives for as long as he had been with the organization. In the excitement of telling about his big win, he didn't notice that Tyler's reaction was subdued. The following week, Mark's direct supervisor told him that Tyler was uncomfortable with his performance. Mark soon left the organization.

What happened? And how can you be prepared so that this type of disaster does not befall you?

The key is to know something about the Big Boss's personality, and just as importantly, about yourself. A prime cause of presentation melt-downs lies in the difference between the two: in key areas you are speaking the equivalent of a foreign language - without knowing it. Disaster looms when communication breaks down and misunderstanding occurs. Most often the presenter has no clue that it has happened, and keeps digging a deeper hole, unable to climb out. Fortunately, Dr. David Keirse, author of *Please Understand Me*, and *The Keirse Temperament Sorter*, has performed more than 50 years of research into these differences in communication style, and once you are aware of them, you are on your way to successful presentations to your current and future Big Bosses.

As an Artisan, you are a member of a large group – approximately 30% of the population. Within large organizations, Artisans often dominate the sales and communications departments. So, when you are presenting within those teams, you are on pretty solid ground. However, as you move outside these areas, you will likely often be presenting to senior managers with different personalities, and the style that works well for you in your own area may often prove problematic, as was the case for Mark. It is critical for you to learn the subtleties of communicating with bosses of other temperaments in their preferred style.

As *Artisan*, you likely have the following traits that you will tend to display when giving a presentation to Mr. / Ms. Big:

- You respect results and “getting things done”. When you have a goal, you don't let many obstacles block your way, and you're proud of your ability to improvise, negotiate, and overcome obstacles on the way to success.

- You despise red-tape. You're extremely utilitarian, so the ends often justify the means. You have little patience for bureaucracy, hierarchy, or tradition that stand in the way of reaching a goal.
- You seek the thrill of competition. Winning is important, and teams and sides shift with the game at hand. Personal friendships and loyalties never disappear, but they are put aside during competition - and reappear after the final gun.

These are all positive and valuable traits, and as noted above, are shared by at least a third of your colleagues in most corporate environments. However, when presenting to non-Artisan Big Bosses – that is, Guardians, Rationals, or Idealists, these very traits may be what create the disastrous results you want to avoid.

Idealist Big Bosses are the least like you. In contrast to your traits, the Idealist:

- Respects harmony and diplomacy. Idealists see the workplace as an arena for interdependent labor. They abhor tactics and strategies that disregard the value of people, or block harmonious relationships between people in different departments or job functions.
- Is much less-focused on near-term objectives than the long term health of the organization. They measure that health by the well-being of the individuals within the organization.
- Believes that cooperation is far more effective than competition. What you might say half in jest in the heat of competition may be felt by an Idealist as a deeply hurtful wound, and deep wounds can take years to heal.

Guardians are prevalent in most large organizations, and the odds are better than 50-50 that your Big Boss is a Guardian. The Guardian:

- Is respectful of authority. He views the organization hierarchically and is sensitive to people overstepping their "rank".
- Values established processes, proven methods, and proper channels. These keep order in the organization and avoid unnecessary risk that can cause chaos. Red-tape was created to keep order.
- Is loyal to the organization, and will put the needs of the organization ahead of the needs of individuals. "A better mousetrap" is not always the best solution if it requires organizational change that may rock the boat.

Rationals are the rarest of the four temperaments, but tend to be over represented in the upper ranks of management. Of the non-Artisans, you probably have the easiest time with Rational big bosses. The Rational:

- Respects competency above all else and is skeptical of hierarchy and positional authority. They will appreciate your tactical ability to get things done, but will want to make sure that your results are in line with their strategic plan.

- Questions the status quo continuously and will discard any process or method if they find a new one that they believe to be more efficient or effective.
- Are loyal to finding a better way, and the needs of the organization or individuals take a back seat.

In our example at the top of the article, once you know that Mark is an Artisan, and Tyler is an Idealist, the problem for Mark becomes apparent. Rather than emphasizing how he had steam-rolled people to achieve his goals, he needed to highlight his diplomatic successes, and give praise to all who had aided him in achieving his objectives. Mark did indeed encounter as much cooperation as he did obstacles in his path, and highlighting this would have given Tyler confidence that Mark understood the importance of teamwork. Instead, Tyler figured he had a loose cannon on his hands and lost trust that Mark had the long-term interests of the organization in his heart. The end of the story was unfortunate for all parties.

Most of us have experienced similar situations at some point in our careers, and are likely to face them in the future. Armed with awareness of Keirsey Temperament Theory, these unfortunate results are both foreseeable and preventable. In fact, knowing how to best pitch the Big Boss based on their temperament can make you a star.

Working at Home or in an Office

With the gasoline crunch, some companies are encouraging workers to do part of their work at home and part of their work in the office. Also some parents want to work from home so they can also take care of their offspring. Here's some tips for the various personality styles with a label showing how much time at the office (% O) and how much time at home (% H) could work for them. For all types face-to-face time in an office is necessary if you want to have a fair deal when it is time for a raise or promotion.

80% O – 20% H

The most directive styles of the four personality groups need to have some way where they can take charge, at least occasionally. These are the Guardian Supervisor (ESTJ), the Artisan *Promoter* (ESTP), the Idealist *Teacher* (ENFJ), and the Rational *Field Marshal* (ENTJ). So they may need to spend more time with others to exercise their leadership skills. In fact, when they retire, they need to become active in groups so they don't drive their spouses crazy by ordering them around.

70% O – 30% H

The remaining four extraverted types also need people-contact to enjoy their jobs. They are the Guardian *Provider* (ESFJ), Artisan *Performer* (ESFP), Idealist *Champion* (ENFP), and Rational *Inventor* (ENTP). The first three need socialization with others to be able to enjoy their jobs, while the last needs to have people around so they can test out their inventive ideas. This group is more about passing along information than being directive.

50% O – 50% H

The introverted directive types will give directives when necessary, but also want some time alone. They are the Guardian *Inspector (ISTJ)*, Artisan *Crafter (ISTP)*, Rational *Mastermind (INTJ)* and Idealist *Counselor (INFJ)*. All like to have at least some influence over events, plans, or actions. The first three all need to be able to have their ideas considered for improvements of procedures or systems while the last need to have their suggestions considered to influence people systems.

30% O – 70% H

The introverted informative types have many differing motivations. They are the Guardian *Protector (ISFJ)*, Artisan *Composer (ISFP)*, Idealist *Healer (INFP)*, and the Rational *Architect (INTP)*. The last three need a great deal of freedom and autonomy in their work. The Guardian Protector needs control over a specific territory and their home is their castle. At times all will need to increase their office time so their work is considered seriously.

The percentages given are guidelines and can be easily changed due to the company's needs or the individual's needs. If you do decide to work from home, you'll find that many companies have policies and procedures governing working at home. You'll need to set some family ground rules so you can be productive. Spend some time Googling the internet about advice for people who work from home so you'll be well prepared for this change.

Keeping Your Job

When the economy tightens, eventually the job market shrinks. When jobs shrink, bosses are more likely to keep "utility players" who can handle a variety of roles.

Don't:

- Advertise your fear about losing your job.
- Come across as an "old fogie" who resists all change.

Do:

- Evaluate your skills & see what new ones you can add to be more valuable to your company.
- Talk positively about solutions you can bring to company problems.
- Be active in networking with others about potential opportunities.

Guardians are the most likely of all types to be tied to the past and resist changes. Their best tactic to stay relevant is to regularly observe skills needed by the company and make an effort to learn at least one new skill every year to stay employable. They'll also do well if they are knowledgeable about what is going on in their field so that changes do not take them unaware.

Artisans are often the most adaptable, but like to be in control of their own destiny so may have trouble accepting helpful advice. They'll do best if they do not move into anger or emotionalism and maintain their sense of humor. Bosses are usually turned off by anger and high emotionalism and appreciate the employee who can stay positive when times are tough. Like Guardians, they need to keep adding to their skill set.

Idealists often absorb not only their own pain, but that of their fellow co-workers who are facing a shrinking job market. They might try to help others and neglect helping themselves. They need to take time to write down how they have positively contributed to the company's bottom line. Most bosses want specific facts, not global descriptions which are the Idealist's normal way of communicating.

Rationals, who comprise a small percentage of the population, can come across as arrogant or too intellectual. Like Idealists, they need to translate their visions into concrete facts that are understandable to the more numerous Guardians and Artisans. Since Rationals seek expert status, they can sometimes have trouble moving into a new area where they are a novice. Sticking with a no-longer-needed skill set will ensure that they are on the lay-off list. They can profit by doing a risk analysis of different options and actions.

All employees need to learn how to talk positively about their past efforts and current plans to keep a company functioning. They need to be seen as a part of the solution. For new employees, it is necessary to show their dedication to the company by working hard, turning out quality work and staying away from gossip and complaints. Getting a reputation as a hard worker goes a long way in contributing to job security.

Experienced employees also need to be seen as hard working plus they should take advantage of the network of contacts they have within the organization. Having a positive attitude, coupled with their deep knowledge of the organization and understanding of the current situation will give them the edge in keeping their job.

Networking for Work

The vast majority of jobs are never advertised nor posted on the web. How do you find them? Through your network of friends, acquaintances, co-workers and former bosses. Networks are important in times of lay-offs both within and outside your company. So what is networking all about? It is connecting with others for fun and mutual assistance.

Conscious, purposeful networking helps to

- Uncover opportunities and to keep options open
- Identify problems that people will pay you to solve
- Increase timeliness in achieving your objectives

What you might want from a network

- Get an introduction to someone who may be able to help you
- Gather specific information that you want or need
- Gain visibility and increase your reputation
- Keep up to date in your field
- Learn a new skill

What you might have to offer your network

- New ideas and critiques of others' ideas
- Specific knowledge or expertise
- Mentoring or teaching
- News of changes in the field
- Giving feedback and appreciation
- Increasing other's networks

Those of us who are more extraverted may find networking easy, while those who are more introverted may need to rely on friends who are good networkers. Some network for practicality while others network for ingenuity. Some network for factual information while others network for human interest. Some only network to achieve an objective while others network to respond to opportunities. Which aspects of networking are more interesting to you?

- *Guardians* tend to be the most aware of the structural and logistical aspects of businesses and organizations. They don't like to make changes unless there are proven benchmarks. Their most successful contacts come from working to improve business operations or smooth people interactions. Their networks help provide stability to themselves and others.
- *Artisans* live in the now and want excitement in their lives. They are pragmatic and want something that works. Artisans are most successful if they make connections to deal with crisis and change and to energize others to action. Their networks help uncover opportunities.
- *Idealists* want to improve the future for others. They are proponents of self-development. Idealists are most successful when they network to help others succeed and to influence organizational change. Their networks provide inspiration for others.
- *Rationals* are the least common of the different personality types. They drive themselves to be knowledgeable and competent, but often are less aware of the personal aspects of business relationships. They are most successful when they network to enact strategies or to design new systems. Their networks bring new ideas.

Networking may be the key to finding and landing your next job. If you begin your networking efforts with the objective of using your own personal strengths to help others, you'll find that the reciprocal benefits make the effort more than worthwhile.

Dressing for Life and the Work Place

Teens say, "People should judge for who I am, not for how I dress." But people make judgments about others in the first 5 seconds. How you dress can make or break you in your career.

Companies, like people, have a particular range of clothes preferences. Start-ups are more likely to have fewer "norms" about clothes. Large, established companies are more likely to have a more conservative "norm." Artsy businesses want more personal flair in clothing. Some organizations have a preference for uniforms. Are you dressing within your company's preferred range? Do you really want that promotion or raise?

Most *Guardians* are already well aware of company and/or occupation “norms.” However, even Guardians can have trouble if the dress code that worked in one situation doesn’t work in another. Crystal, a software manager who dressed in an up-scale East coast style, accepted a job at a casual West coast engineering company. She stood out, causing others to wonder if she was selected for her looks, not her qualifications. Her direct employees felt uncomfortable around her. She was out within a year.

Artisans tend to either follow the latest trends or push the envelope to show their independence and freedom. Joe knew that he was smarter and faster than any of his co-workers, but was never considered for a supervisor position. Why? The top brass thought he looked like “trailer trash.”

Most *Rationals* wear dark colors and don’t want to fuss much about what they wear. They can get stuck in a rut and become too “geeky-looking.” It’s good if they come out of their intellectual dark room every few years to see if their clothes send the message they want others to hear. Marina upgraded to blazers and more tailored slacks and found her opinions had more impact.

Most *Idealists* want to wear clothes that show their unique character. Those working in creative fields are often appreciated for their flair. Jose was a great networker, but learned that in some circles he had to tone down his style in order to make points.

Your clothing is the easiest way to identify yourself. You don’t have to become a clone to show membership in a group, but if you refuse to show any sense of membership, you’re not likely to get the spot you want. Remember, there are more Guardians than any other temperament and they are very sensitive to “norms.”

Answering the Toughest Question – “Tell Me About Yourself”

This seems like such an innocuous question, but many novice job candidates have a hard time giving an answer. Even experienced interviewees can sound like canned ads for the jobs they are interviewing for. Employers ask open-ended questions so they can see how candidates will present their skills, abilities, and ambitions.

Here are the most common mistakes to make when answering this question:

- **“True Confessions”** – Tess answered by confessing that she had just completed the course to learn a new piece of software, but that she would try her best to do a good job. This shows a lack of self-confidence so Tess will not rank high on the list of who to hire.
- **“Home and Personal Life”** – Women are most likely to make this mistake of describing how many children they have and disclosing other personal information, such as age and marital status which are illegal for the employer to ask.
- **“The Commercial”** – Some people have read interviewing books or been trained by career counselors. They may give a 30-second commercial which shows their skills being tailored to the job needs. These often sound too canned and may be too limiting in showing the candidate’s abilities.

- *“I’ll Tell You Exactly What You Want to Hear”* – Some job candidates try to be all things to all people and emphasize skills that they believe the other person wants to hear. One individual talked about his attention to detail and accuracy and how he could keep a project’s budget on track. A few months after he was hired, he was seldom in his office and spent lots of time making contacts that could potentially bring in new business. Fortunately, his manager was knowledgeable about temperament and realized that he was likely was an Artisan Promoter. He now works in a position that better fits his talents.

How can you prepare to answer an open-ended question such as *“Tell Me about Yourself?”* You can use your results from the Keirsey Temperament Sorter as a tool. Review the document and highlight areas that demonstrate skills you enjoy using. Write down verbs that show you in action and nouns that show your qualities that you exhibit. Next, write down 3 adjectives that describe you. Here’s a sample: energetic, organized, timely, adaptable, far-thinking, problem-solving, artistic, creative. Then, think of a time when you solved a problem. Employers like to hire people who show initiative. Then organize these items into a 30-second commercial.

A *Guardian* might want to emphasize their organizational ability, their dedication and timeliness. They are very skilled at making sure that things, information and people are in the right place at the right time. Gina, a Guardian *Supervisor*, was applying for an accounting position. She had just graduated from college and her work experience included an internship. Here’s her answer to *“Tell Me about Yourself.”*

- *“Last summer I worked as an intern for XYZ Accounting. I was known for being thorough and accurate in my work. We were in a big rush to make a deadline and I noticed that one page was missing from the master I was copying. I let my boss know. We found it, and were able to get the pages in order and the report printed in time for his meeting. I’m sure that my attention to detail and to high quality work will be an advantage for your company.”*

An *Artisan* might want to emphasize their versatility, their fast response time, and their energetic problem-solving abilities. Brian was an Artisan *Performer*, with a lot of experience in customer service. He answered the question in this manner:

- *“I’ve spent ten years in Customer Service. People want solutions, and they want them quickly. I’m known as a guy who gets things done. One of our dealers sold both new and used cars. He had a customer interested in a luxury used sports car that needed a particular part. He’d had no luck getting the part through his usual channels and asked me for help. I made a few calls and the part was on its way to him from across the country in two hours. The sale went through. I’m really energized by solving problems for people.”*

An *Idealist* might want to emphasize their ability to work in teams and to coach others to success. Inez is an Idealist *Teacher* experienced in Human Resources. She worked in various departments and her ambition was to become a manager. She applied for a position as Manager of Employee Relations in a large company. Here’s her answer:

- *“With 20 years experience in various departments in Human Resources, I’m ready to contribute my knowledge to managing the Employee Relations department. This*

department requires knowledge of legal liability and requirements for businesses. Both employees and managers are uncomfortable with employee relation issues. Education of all parties given with a large dose of tact is necessary to keep problems to a minimum. In my last position we were able to forestall a potential lawsuit. One thing I particularly pride myself on was being able to solve issues of employee/supervisor mismatch. Helping them understand their roles, responsibilities, differences in strengths and weaknesses solved many problems. At times it was necessary to reassign the employee to a different manager so they could continue to be of value to the company. I'd like to bring my knowledge to serve this company."

A *Rational* might want to emphasize their ability to analyze systems and to create new designs. Tony, a Rational *Field Marshal* was applying for the Manager of Information Systems. He answered the question in this manner:

- "As you are well aware, the field of Information Technology has seen a lot of changes in the 30 years that I have been in the field. New software and new technologies are constantly being introduced. It is a constant challenge to maximize the competitive advantage while minimizing costs. In general, people who are attracted to IT are self-educating problem solvers. But the rate of change and pressure on the staff can be so high that people get burned out. One of the innovations that I used at my last company was giving spot awards to individuals who volunteered to show new techniques to colleagues. Many people in IT concentrate on their own projects and don't pass information along and the spot awards have encouraged a more communicative environment. I'm now looking for a new challenge in a larger sized company and believe I would be a good fit for your needs."

In each case, the person answering the question gave a true picture of how he or she solved problems and brought value in their last situation. None portrayed themselves in a phony style. None are likely to end up in a mismatch with their skills not fitting the new position.

Negotiating a Salary (Channeling your Inner Artisan Promoter)

Negotiation can occur when one accepts a new job and when one is angling for a raise. The Artisan *Promoter* is the most naturally skilled of all types in negotiation. Here are some tips that they seem to know instinctively:

1. Timing is Everything.

In salary negotiations, the one who mentions money first loses. For a new job, never negotiate salary or other benefits until you have an offer of employment. For new employment, a new position or for a raise, talk about your future contributions to the company before money discussions start.

2. Know what you are Worth.

Idealists and Guardian *Protectors* tend to want others to praise and reward them for their worth and may not do the homework to get real facts. They tend to give their power away

to the employer. It is best to research salary ranges before you start the negotiation. Know the average salary for candidates with your education and skills in that type of position, in that type of industry, and in that geographical location. Search the internet for salary information and also consult professional organizations.

3. Know what you can Contribute.

Rationals, in particular, love to solve systems problems, but they may get too technical in telling about their ideas so they need to learn to judge their audience. *Artisans* are great in emergencies and need to focus on how they have solved past crises. *Guardians* cut risks and ensure that operations go smoothly. Idealists are catalysts that help people work effectively in teams to create a better future. If you can't state what you have done to help the company and what you intend to do, you'll lose in negotiations. Think in terms of money or time saved, resources preserved, problems solved, and opportunities or new products created. In you can assign value in terms of numbers, you'll enhance your negotiating stance.

4. Work toward a Win/Win situation.

Focus on mutual goals. Negotiations that are open dialogues rather than adversarial positions get the most for everyone. Avoid commitment words like always, must have, never, and won't consider. If you don't get all you want, don't take it personally or become angry. Before you enter the negotiation, see if you can state the company's side in terms of present conditions. Those who can understand the issues on both sides of the table are the most successful.

5. Seek Creative Alternatives.

Often times in negotiations, a person does not achieve everything they would like, especially in the area of salary. What other things might be important to you? A bonus, cell phone and pager, childcare services, association membership, commuting and parking costs, company car, computer equipment, flexible work schedule, telecommuting, profit sharing and savings plans, etc. Decide what options are the most important to you and put them on the table.

Finally, celebrate. No matter if you got all you wanted, got some of what you wanted, or even didn't get anything you wanted, it is time to celebrate that you participated in a negotiation. Each time you participate, you learn something new. The negotiations concern a strictly economic issue – not a statement of your personal worth.

Romance and the Male Artisan

Without a doubt, Artisan lovers are the most exciting and least predictable. If you love spontaneity, adrenaline rushes, easy acceptance of differences, and sensual pleasures, then you probably are an Artisan lover or you'd like to have an Artisan lover.

Many Artisan lovers are skilled in the art of flirting and giving wonderful compliments. It is easy to feel prized and cherished by them. They generally love to play romantic games which add spice to the relationship. Giving extravagant gifts in extravagant ways is natural for many of them.

Marty, a *Promoter (ESTP)* Artisan, says that he used to be very popular with the ladies before he decided to settle down. One of his favorite things to do was go to a party, find a wallflower, and chat her up. Usually she would respond so well to his attention that the other guys would start complaining about how he always got the “good ones.” When he decided to propose to his wife, he chose a unique method. He and a friend spelled out, “Will you marry me?” using colored rocks on an empty field. Then he took her on a hot air balloon ride. The wind cooperated, and she cried and said yes. She loves repeating this story.

James is a *Composer (ISFP)* Artisan. He’s a quiet person with a wicked sense of humor. He has found that women tend to overlook him at first as a romantic partner. However, once they get to know him as a friend, they are often impressed with his kindness, sensitivity, and activism. Almost all of his girlfriends became close friends before they became his girlfriend. Even when the romance fades, the friendships remain.

Tyrone is the strong silent type. He’s a *Crafter (ISTP)* Artisan. Unlike most other Artisans, Crafters are often uncomfortable with public demonstrations of love. He loves to tease his wife, and she has learned how to tease back. She used to wonder if he really loved her since he almost never said so and did few of the “romantic” things loving husbands are supposed to do. Then her friends told her how lucky she was to have a husband who was constantly making things for the kitchen and fixing household problems. She realized that seeing her needs and meeting them was his way of saying he loved her.

Max, a *Performer (ESFP)* Artisan, has always had lots of friends, both girls and guys. He’s one of the stars on his school’s football team. He has a regular set of groupies (all girls) who follow him around and sigh over him. Max is almost always kind to them although he’s taken to finding back ways out to avoid them when possible. His girlfriend is jealous of them. He’s having a hard time explaining that he’s nice because he hates to be mean and not that he’s interested in them.

Romance and the Female Artisan

“Girls just wanna have fun” is a great motto for Artisan women. They treat romance as they do the rest of their lives – an exciting titillating game. Flirting is a high art form for them as they encourage and discourage the opposite sex. When being wooed, they enjoy novelty, grand gestures, and spontaneity. They dislike the boring and predictable and fear getting in a rut. Artisan women tend to be sensual and enjoy giving and receiving physical affection.

Lillian, an Artisan *Performer (ESFP)*, was popular in high school. She dated a lot of guys but eventually became tired of fending off unwanted sexual advances. She had a steady boyfriend for two years. When he admitted he wasn’t sure if he loved her, she immediately ended the relationship. Now married with children, Lillian enjoys a rich and varied sex life which she initiates almost as often as he. She’s very concerned about keeping up her looks and is disgusted because she’s gained 30 pounds. Her husband, though, actually enjoys her curves.

Ashley, an Artisan *Crafter (ISTP)*, is a quiet person but she had no trouble finding boyfriends. Her main problem was that she was attracted to “bad boys” who really were bad news. She began to concentrate on her studies and had several date-free years. She was beginning to wonder if she’d ever date again when she met her current boyfriend. He’s calm and steady, but has a killer mentality when playing sports. She finds competing with him a real turn-on and appreciates that he also has long term goals.

Cassie is an Artisan *Composer (ISFP)*. Her boyfriend was an exciting, unpredictable man who lived dangerously. She moved in with him and began caring for his four children. When he became abusive, she left and successfully sued for sole custody of their own baby. Even so, for a long time, she was still in love with him. Her new boyfriend is the exact opposite – dependable, respectable, and kind. She’s not sure if she should marry him because she’s afraid she’ll get bored.

Brandy, an Artisan *Promoter (ESTP)*, enjoyed keeping a bunch of guys on a string and playing them off each other. She deliberately cultivated a bad girl reputation by dressing provocatively and talking dirty. When she married, she put that persona aside, but soon her marriage became boring. She and her husband began volunteering to solicit donations for a charity. She acts as the pushy negotiator while her husband is the quiet closer. They have a lot of fun together, and she’s fallen in love with him again.

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