

Profile of the Guardian (SJ) Temperament

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This document contains detailed information about the *Guardians*, 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 (focus of this document)

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

SP – Artisans

- 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 Guardians

Keirsey combines those Jung personality types with the Sensing & Judging (S and J) preferences into a Temperament called the *Guardians*. Keirsey describes the SJ group's primary objective as "security seeking". They tend to be very traditional because they prefer (Judging) the way things are (Sensing), with changing being a source of discomfort unless it increases the security which they seek. The SJ Temperament includes these types and their symbolic names:

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

About 40-45% of the general population are of the Guardian Temperament.

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

Guardians are the cornerstone 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.

All Guardians share the following core characteristics:

- Guardians pride themselves on being dependable, helpful, and hard-working.
- Guardians make loyal mates, responsible parents, and stabilizing leaders.
- Guardians tend to be dutiful, cautious, humble, and focused on credentials & traditions.
- Guardians are concerned citizens who trust authority, join groups, seek security, prize gratitude, and dream of meting out justice.

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.

Practical and down-to-earth, Guardians believe in following the rules and cooperating with others. They are not very comfortable winging it or blazing new trails; working steadily within the system is the Guardian way, for in the long run loyalty, discipline, and teamwork get the job done right. Guardians are meticulous about schedules and have a sharp eye for proper procedures. They are cautious about change, even though they know that change can be healthy for an institution. Better to go slowly, they say, and look before you leap.

Guardians make up as much as 40 to 45 percent of the population, and a good thing, because they usually end up doing all the indispensable but thankless jobs the rest of the population takes for granted.

Famous Guardians

Art & Entertainment / Sports / Journalism / Literature

- Louis B. Mayer (Provider)
- Jimmy Stewart (Protector)
- Andrea Mitchell (Protector)
- James Herriot (Protector)
- Fred McMurray
- Ed Sullivan (Provider)
- Kareem Abdul-Jabbar (Protector)
- Barbara Walters (Provider)
- Larry King (Provider)
- Dan Rather (Supervisor)
- Mike Wallace (Supervisor)
- Vince Lombardi (Supervisor)
- Judith Scheindlin (Supervisor)
- Laura Schlessinger (Supervisor)
- Jack Webb (Supervisor)
- Thomas Hardy
- Andy Rooney
- Oscar Levant (Provider)

Business/Industry/Finance

- Warren Buffet (Inspector)
- Sam Walton (Provider)
- Ray Kroc (Provider)
- John D. Rockefeller (Inspector)
- Roy Disney (Inspector)
- Armand Hammer
- J C Penny
- F W Woolworth
- William K Kellogg
- Charles Post
- Andrew Mellon

Politics / Government / Military

- President George Washington (Supervisor)
- President James K. Polk (Inspector)
- President William Howard Taft (Provider)
- President Harry S. Truman (Inspector)
- President Richard Nixon (Supervisor)
- President Gerald Ford (Provider)
- President Jimmy Carter (Supervisor)
- President George HW Bush (Protector)
- President Leonid Brezhnev (Provider)
- Queen Elizabeth I (Supervisor)
- Queen Elizabeth II (Inspector)
- Queen Victoria (Inspector)
- King George VI (Protector)
- Tsar Nicholas II (Protector)
- Justice Sandra Day O'Connor (Supervisor)
- Justice Oliver Wendell Holmes
- Justice Thurgood Marshall (Inspector)
- General Omar Bradley
- General Bernard Montgomery (Supervisor)

Science / Education / Humanities / Philosophy / Religion

- Brigham Young (Supervisor)
- Thomas Hobbes (Supervisor)
- Rose Kennedy (Supervisor)
- Mother Teresa (Protector)
- Rosa Parks (Protector)
- Clara Barton (Protector)

Profiles of Famous Guardians

- [George Washington](#)
- [Mother Teresa](#)
- [Harry S. Truman](#)

SJ Guardian Quotes

"A politician is a man who understands government, and it takes a politician to run a government. A statesman is a politician who's been dead 10 or 15 years."

"The buck stops here."

– Harry Truman (Inspector)

"Let no one ever come to you without leaving better and happier."

– Mother Teresa (Protector)

"To be prepared for war is one of most effectual means of preserving peace."

"I hope I shall always possess firmness and virtue enough to maintain what I consider the most enviable titles the character of an "Honest Man."

– George Washington (Supervisor)

"The harder you work, the harder it is to surrender."

"I will demand a commitment to excellence and to victory, and that is what life is all about."

– Vince Lombardi (Supervisor)

"Take responsibility for your life. If you're a victim, it's your fault. Stop being a victim. Get a grip!"

– Judge Judith Sheindlin (Supervisor)

"Just give me the facts, ma'am"

– Jack Webb (Supervisor)

"Such is the nature of men, that howsoever they may acknowledge many others to be more witty, or more eloquent, or more learned, yet they will hardly believe there be man so wise as themselves."

“Words are wise men’s counters, they do but reckon by them; but they are the money of fools.”

“Science is the knowledge of consequences, and dependence of one fact upon another.”

“Prudence is but experience, which equal time equally bestows on all men, in those things they equally apply themselves unto.”

“The passions that incline men to peace are fear of death, desire of such things as necessary to commodious living, and a hope by their industry to obtain them.”

– Thomas Hobbes (Supervisor)

Job Fitting for Guardians (Finding Membership and Belonging)

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 Guardians would probably not substitute the words “Finding Membership and Belonging” for the Baby Boomer phrase, “Finding Your Passion,” these are driving forces behind a Guardian’s need to find life satisfaction.

The Guardian type most driven to show some type of leadership is the *Supervisor (ESTJ)*. Many seek a career where they can either run their own business, or move up the ladder to positions of influence. Those who do not find this opportunity through work may show leadership in a volunteer position. Others are driven to give service to the community in such areas as government employee, military or police officer. Some are drawn to more technical positions such as engineer, or computer analyst. Still others find their sense of belonging in the professional community by becoming a dentist, judge, or physician. Says Gordon, “It took me a while to find the right place for me. After a bad car accident, I changed my focus and eventually became a building contractor where I could call more of my own shots.”

The Guardian type most driven to perfectionism and detail is the *Inspector (ISTJ)*. They are attracted to fields where accuracy and precision is needed. They are often found in business and/or finance in positions such as accountant, insurance underwriter, office manager, or bank examiner. Like the Supervisors, they may find their niche in civil service as a detective or an IRS agent. Professional positions in teaching or medicine and legal and technical occupations are also attractive. Says Benita, “I found that I wanted to work in a position where I had the time to make things right. As an estate planner, I enjoy helping people work toward a safe and secure future.”

The Guardian type known as the *Provider (ESFJ)* is sometimes known as the “Santa Claus” personality since they are generally well-liked and notice whenever situations become “naughty or nice.” They provide for the welfare of many and usually show well-developed social skills. They are happiest in positions where they need to deal with people. It is not uncommon to find them in health care, as a physician, nurse, or respiratory therapist. They also can be attracted to the field of education, social service, or religion. In business they may be a retail owner, receptionist, real estate agent, or sales representative. The common theme is their service to others. Says Alice, “As a teen I did hospital volunteer work, but decided I preferred education so got my teaching degree. I’ve been teaching elementary school for 5 years. I love helping children to learn.”

The last Guardian type is the *Protector (ISFJ)*. This is the Guardian least likely to seek positions of leadership since they may feel uncomfortable in the lime-light. They are often seen as the people who do whatever is necessary to keep things running smoothly. They do their best to prevent problems. Like the Provider, they can be attracted to fields in medicine, education or social service. In business, positions that combine some type of social interface with time alone are best for them. If they choose technical positions, they prefer ones with at least some independence, such as electrician, or photographer. Says Patrick, “I was attracted to portrait photography because I am able to help people look their best and celebrate significant times in their lives. I take time to create the best portrait I can.”

Finding a place to belong, to contribute to society, and have a sense of security and confidence in their abilities, is key to the Guardian’s sense of well-being.

How Guardians Deal with Work Stress (Bearing Up)

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.

When stressed, Guardians usually report being sick, tired, sad, or worried.

Of all the Guardians, the *Supervisor* tends to take on the largest amount of external authority, responsibility, and pressure. When they've overdone it, their only recourse to relieving these pressures is to become sick. Of course, they don't choose to become sick, it is simply their body's response to the overload. They want to be recognized for their accomplishments and contributions. They want respect more than they wish to be liked. They will work harder and harder to earn this respect. They are drained by overly emotional responses to their directives. If disrespect continues for a long period, they may become hypersensitive to their feelings and that of others. To return to equilibrium, they need silent support from others, to cut back on responsibilities, and to practice healthy living by exercising and eating better. Says Dirk, "I learned a lesson when my doctor reported that I had high blood pressure and I needed to cut my stress level. I started to delegate more and not jump when any new opportunity for responsibility came up. I thought that was the only way to advance, but I'm getting better work from those I supervise and getting more respect from management since I became more relaxed."

The *Inspector* is the most likely to complain of being tired. They have a greater need for private time than the Supervisor. They, too, will assume a great deal of responsibility. Their need to be exacting coupled with too many drains on their time can lead to their becoming stressed. They can become obsessed with details and criticize their underlings or co-workers for imperfection. They can become fearful of anything that is not well-proven, tried-and-true. If they become impulsive or talk excessively about potential catastrophes, they are showing high stress. To return to equilibrium, their concerns need to be taken seriously by others and efforts need made to reduce their workload and give them more private time. Says Janice, "I find that if I keep taking on new responsibilities, I'm less effective and much more tired. My husband finally laid down the law that I needed to cut back, so I did. I enjoy my job more and my home life has improved."

The *Provider* is the most likely to first become angry, then sad and complain to anyone who will lend them an ear. This is quite different from their normal style of spreading happiness and making everyone around them comfortable. What triggers the stress is when others do not trust them or when they experience too much pressure to conform to a standard with which they do not agree. Interpersonal conflict with a boss, co-worker, or underling also takes a toll on the Provider's equilibrium. When stressed, they may become excessively logical and critical in their dealings with others. To return to normal, they will need less pressure from others and more solitude. Sometimes writing in a journal will help them with their sadness. They may need coaching in how to deal with adversity and decrease their need for harmonious relationships. Changing the people they interface with may help. Says Haime, "I had to learn to be more tolerant when I'm in conflict with another. I was lucky to have a mentor who helped me through a conflict with a co-worker. He advised me that most bosses don't like to deal with

conflicts between co-workers. He helped me loosen up and find a way to be less intense when dealing with conflicts. It's helped a lot."

The *Protector* is the most likely to become excessively worried. Their highest skills come from preventing problems, and to do that one must think about what might go wrong and prevent it. But too great an overload can trigger excessive worry. Being forced to face too many new experiences can be daunting to the Protector and cause them to talk about potential catastrophes. They may experience a loss of control and even become impulsive while trying to fix all that they see going wrong. When others see them in this state, it is important to give them help and to lower their expectations about always being able to prevent every problem. Until they release some of their need for control, they will experience high stress. Rest, good nutrition, and treating themselves to peace and quiet will go a long way towards healing their stress. Says Barbara, "I was lucky that I had a boss who could see that I was too tightly wound up and worrying too much. She helped me evaluate what was important and what was not so I could let go of some of the fine details and find a better balance. Work is more comfortable for me now."

Getting Along with Guardian Bosses

What clues can you use to see if your boss might be a Guardian? Does your boss have a strong sense of "normal" operating procedures? Does your boss emphasize points by using a chopping movement of the hand or pointing a finger? Is your boss's posture a little more stiff than flexible? Does your boss talk about or emphasize Rules and Regulations? Does your boss seek security and predictability and respect for organizational hierarchies? If so, your boss could be a Guardian.

Hot buttons for a Guardian boss are:

- Employees who don't take their work seriously
- Employees who break the company rules
- Employees who do not respect their position and follow order

Being successful with your Guardian Boss means paying attention to what your boss sees as important and acting upon orders. If you disagree with a proposed action, talk calmly about pros and cons for all actions. Guardians appreciate well-thought-out comparisons. If your boss still insists upon the original plan, carry it out.

Going over your Guardian boss's head is considered an unforgivable offense. If you are asked by a higher-up for a status report, give it, then immediately repeat the conversation to your boss. Guardian bosses do not tolerate disloyalty.

There are four different kinds of Guardian bosses. The Guardian *Supervisor* is results-oriented and decisive and has the little patience for listening to long explanations. When talking to this supervisor, prepare ahead of time and make the report concise and factual. The Guardian *Inspector* wants great exactitude in work product and has little tolerance for errors. Double-check your work before presenting it to this boss. The Guardian *Provider* feels personally betrayed when co-workers are bickering and work is late. Work to solve any problems so your boss can again take pride in the work-group being a smooth-running team. The Guardian

Protector fosters a climate of belonging, and dislikes procrastination. Be sure you are seen as a person who works hard and upholds the reputation of the work unit.

Guardian *Supervisors* and Guardian *Inspectors* are usually pretty direct in their communication. Guardian *Providers* and Guardian *Protectors* are more concerned with people's feelings and may be less direct, so as an employee you may need to be sure you ask enough questions to find out what they are wanting. Be sure to give them information in a timely manner about any potential delays in getting work done. That enables them to deal with any consequences and prevents embarrassment to all. Make sure you learn any applicable rules and regulations and standard procedures and show respect for your boss. They may not load you with praise, but you will gain their respect in return.

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 Guardians Should Present to Non-Guardian Bosses

No matter what career you have chosen, at some point you are called on to make a presentation to “the Big Boss”. Whether you're in a corporation, academic setting, non-profit, or government organization, you will be asked to make a presentation about your project, research, team, or class, etc, to the CEO, VP, Director, Principal, or Department Head – someone who has a great deal of impact on your future within the organization.

Most people called upon to make these presentations are reasonably competent in their area of responsibility or expertise. They usually work hard to put together a presentation that, if not captivating, does a good job of explaining what they are working on, and what results they have achieved or are planning. Yet, more often than we would like, the results of the presentation are less than we hope for. Sometimes, the results are catastrophic – the presenter ends up receiving a public dress-down from the Big Boss, or receives less direct feedback that their presentation (and therefore future career prospects in the organization) didn't measure up to the Big Boss's standards. Most of the time, the presenter is left mystified as to why this disaster occurred – after all, they were well-prepared, knew their material, had well thought-through conclusions, and a well-crafted presentation.

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.

Susan, a first-level product marketing manager at a high-tech company, was presenting the results of her market research project to VP of Marketing Steve. Five minutes into the presentation, Steve asked a question challenging Susan's team's methodology in conducting preliminary research. Even though Susan's team had considered Steve's points before determining their chosen process, she answered diplomatically, “That's a very good point Steve. Let me have the team put together the data around it, and I'll get it to you before the end of the day”. However, Steve immediately began challenging more of Susan's assumptions,

to which she again diplomatically deferred, and the presentation devolved rapidly. Susan never did get through her PowerPoint presentation, which she and her team had spent hours preparing, but instead bore the brunt of Steve's increasingly aggressive challenges, in the end having promised to get back to him with a large inventory of answers to his questions. Susan felt crushed by Steve's seemingly harsh treatment and, after a few months, left the company – a loss for all concerned.

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' 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 Keirsey, author of *Please Understand Me*, and *The Keirsey 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.

The good news is that, as a Guardian, you are a member of the largest Temperament group – approximately 45% of the U.S. population are also Guardians. Even better, Guardians are even more prevalent in corporations and management – so the odds that you are presenting to a Big Boss that speaks the same (Guardian) language as you are at least even. Of all the four temperaments, you are the least likely to experience the presentation meltdown. The bad news is that the worst meltdowns I have ever witnessed have been Guardian presenters at the hands of non-Guardian Big Bosses. Because you run into the different Temperament Big Boss less often than, say a Rational colleague would, you are less likely to be aware of the buzz saw you are about to run in to.

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

- You are respectful of authority. As a high ranking member of the organization Mr. Big deserves your esteem and you will tend to defer to him when there are differences between you.
- You value established processes, proven methods, and proper channels. These keep order in the organization and avoid unnecessary risk that can cause chaos.
- You are loyal to the organization, and likely to put the needs of the organization ahead of the needs of individuals – including your own.

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

The **Rational** Big Boss is the least like you. In contrast to your traits, the Rational:

- Respects competency above all else and is skeptical of hierarchy and positional authority.
- Questions the status quo continuously and will discard any process or method if she finds a new one that she believes to be more efficient or effective.
- Is loyal to finding a better way, and the needs of the organization or individuals take a back seat.

The **Artisan** Big Boss may also be a mystery. The Artisan:

- Respects results and “getting things done”. While he expects you to jump when he commands, results are what counts, and he’s open to challenge if you can back it up.
- Despises red-tape. Extremely utilitarian, the ends often justify the means, and the Artisan Big Boss has little patience for bureaucracy, hierarchy, or tradition that stand in the way of reaching a goal.
- Seeks 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.

The **Idealist** Big Boss is fairly rare. However, they can also behave in unexpected fashion. The Idealist:

- Respects cooperation and diplomacy. Idealists see the workplace as an arena for interdependent labor.
- Values harmony and individual growth. They abhor processes and organizational structures that disregard the value of people, or block harmonious relationships between people in different departments or job functions.
- Is loyal to the needs of the individuals within their sphere, and are likely to challenge organizational rules that they see as detrimental to the well-being of their people.

In our example at the top of the article, once you know that Susan is a Guardian, and Steve is a Rational, an effective response for Susan becomes apparent. Rather than deferring to Steve when he challenged her (which is precisely the correct behavior when challenged by a hierarchically-oriented Guardian Big Boss), Susan needed to respond directly to Steve’s question explaining that his point had been considered and the reasons a more effective path had been selected. Having established her competency to Steve’s satisfaction, she would have continued on with her presentation. Instead, Steve interpreted her deference as a lack of confidence, and from that point distrusted her methods as incompetent and incomplete.

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 Guardian

Guardian lovers have a tendency of coming across as boring. The true gold of their love is often well hidden behind ordinary daily acts of caring and sacrifice. Guardian lovers are likely to be stable, dependable, and predictable. Carrie's Guardian husband died of cancer. He had almost never said he loved her. After he was gone, she discovered that he had spent those last months putting their finances in order so that she and their young girls would never have to worry. She finally realized that taking care of her was his way of showing his love.

Guardian lovers usually have a set of high standards of behavior for themselves and often for their loved ones too. If they have been trained or have taught themselves how, they are generally very good at remembering and appropriately commemorating anniversaries, romantic milestones, birthdays, and holidays.

Gary is a *Supervisor (ESTJ)* Guardian. He is proud of the fact that he earns enough money so his wife can stay home with their three children. However, he used to be very critical of his wife's housekeeping, wanting to come home to a restful castle. Then he had to take care of the kids for a week while she was gone. He'd had no idea how difficult her job really was. It was a relief to be able to go back to work, and his criticism dropped sharply.

Alex is an *Inspector (ISTJ)* Guardian. He is nearing 30 and is unmarried. He has been too busy getting his career in order to think much about women. He has never dated much because he's very shy and not particularly popular with the ladies even though he's tall and handsome. He views dating as only a means of finding a mate. Now it's hard for him to find suitable women. However, his cousin recently set him up on a blind date. He's fallen for her head over heels. She's flattered by the attention but is taking things much more slowly.

James is a *Provider (ESFJ)* Guardian. He and his girlfriend met in their senior year of high school and have been dating ever since. They plan to marry once they have graduated from college. James is constantly showering his girlfriend with small gifts, notes, cards, and back and neck massages. Last year, she was drifting away from him, seeming to be more drawn to the strong silent bad boy types. Strangely enough, that problem disappeared once they began playing tennis together. James is a good player and can easily beat her. Now they're playing doubles and having a lot of fun.

George is a *Protector (ISFJ)* Guardian. Because he is so loyal, his biggest problem has been hanging on to relationships long after they are dead. He has felt that he has done all of the sacrificing and most of the work, and this has angered him. He's been assertive at work, but in love he has tended to let his partners take advantage of him. Now he's clearly stating his expectations and hopes. His relationship with his current girlfriend is based on mutual giving and respect. She really appreciates his being hardworking, kind, and faithful.

Romance and the Female Guardian

Guardian women look for traditions to start or maintain. They are generally suckers for flowers, cards, chocolates, and the like. They are among the most likely to notice and appreciate signs of status unless these signs are flaunted, such as entrance into an exclusive club and being welcomed by name at a trendy restaurant. Men often appreciate Guardian women who lavishly pamper their partners.

Sheryl is a Guardian *Provider (ESFJ)*. In high school, she was fairly popular and had her pick of dates. Now married, she usually greets her husband while wearing one of his favorite outfits. Dinner is almost ready, and the house is immaculate. Thursday night is date night when they go out to eat. At times, Sheryl complains that her husband doesn't really appreciate her. She'd like for him to spontaneously bring home small reminders of his affection and pick up his own socks.

Leilah is a Guardian *Protector (ISFJ)*. Guys often didn't even notice her in high school because she was so shy. In college, she had one long-lasting romance. However, her boyfriend turned out to be abusive. Since he would always apologize and she is very trusting and loyal, she stuck by him. The abuse escalated, so she finally left. Now she is dating a man who treats her like a queen. She'd like to marry him, but she's afraid he might change afterward.

Jillian is a Guardian *Inspector (ISTJ)*. She was a good student in high school, usually quiet but fairly blunt. Guys didn't know how to start a conversation with her. She dated occasionally, mostly as part of her social group. She really wanted to get married and have children, but didn't know how to find a good man. In college, her roommate set her up on a blind date with the roommate's boyfriend's cousin. They went on a double date together. A year and a half later, Jillian married him.

April is a Guardian *Supervisor (ESTJ)*. She dated quite a bit in high school but seldom went out with the same guy more than two times. Either she decided he wasn't worth pursuing or her tendency to "tell it like it is" caused the guy to drop her. Now in college, she's not quite as fast to rule a man out, but she still doesn't want to waste time. April has been dating her current boyfriend for 6 months. She's been surprised to find out that some things she thought were deal breakers aren't. She's not sure if their long-term goals are compatible, but she wants to see if they can work things out.

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