

# Profile of the Rational (NT) Temperament

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This document contains detailed information about the *Rationals*, 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**

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

### **NT – Rationals (focus of this document)**

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

### **NF – Idealists**

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

## Portrait of the Rationals

Keirsey combines those Jung personality types with the iNtuitive and Thinking (N and T) preferences into a Temperament called the *Rationals*. He describes the NT group's primary objective as "knowledge seeking". They are rational true to their name. They believe the future to have options, but rational options they can rationalize to be possible. The NT Temperament includes these types and their symbolic names:

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

Only 5-10% of the general population are of the Rational Temperament.

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

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

All Rationals share the following core characteristics:

- Rationals tend to be pragmatic, skeptical, self-contained, and focused on problem-solving and systems analysis.
- Rationals pride themselves on being ingenious, independent, and strong willed.
- Rationals make reasonable mates, individualizing parents, and strategic leaders.
- Rationals are even-tempered, they trust logic, yearn for achievement, seek knowledge, prize technology, and dream of understanding how the world works.

In working with problems, Rationals try to find solutions that have application in the real world, but they are even more interested in the abstract concepts involved, the fundamental principles or natural laws that underlie the particular case. And they are completely pragmatic about their ways and means of achieving their ends. Rationals don't care about being politically correct. They are interested in the most efficient solutions possible, and will listen to anyone who has something useful to teach them, while disregarding any authority or customary procedure that wastes time and resources.

Rationals have an insatiable hunger to accomplish their goals and will work tirelessly on any project they have set their mind to. They are rigorously logical and fiercely independent in their thinking – are indeed skeptical of all ideas, even their own – and they believe they can overcome any obstacle with their will power. Often they are seen as cold and distant, but this is really the absorbed concentration they give to whatever problem they're working on. Whether designing a skyscraper or an experiment, developing a theory or a prototype technology, building an aircraft, a corporation, or a strategic alliance, Rationals value intelligence, in themselves and others, and they pride themselves on the ingenuity they bring to their problem solving.

Rationals are very scarce, comprising as little as 5 to 10 percent of the population. But because of their drive to unlock the secrets of nature, and to develop new technologies, they have done much to shape our world.

## Famous Rationals

### Science / Education / Humanities / Philosophy / Religion

- Albert Einstein (Architect)
- Isaac Newton (Mastermind)
- Stephen Hawking (Mastermind)
- Richard Feynman (Inventor)
- Ludwig Boltzmann (Architect)
- Nikola Tesla (Inventor)
- Lise Meitner (Mastermind)
- Charles Darwin (Architect)
- Maria Montessori (Inventor)
- David Hume
- Friedrich Nietzsche (Mastermind)
- Sally Ride (Inventor)
- Benjamin Franklin (Inventor)
- Buckminster Fuller (Inventor)
- Adam Smith
- Carl Sagan (Field Marshal)
- Marie Curie (Architect)
- Robert Rosen (Architect)
- Booker T. Washington
- Aristotle

### Business/Industry/Finance

- Bill Gates (Field Marshal)
- Buckminster Fuller (Inventor)
- Steve Wozniak (Architect)
- Steve Jobs (Inventor)
- George Soros (Architect)

## Reference

- [Keirse.com](http://Keirse.com)
- [Personalitypage.com](http://Personalitypage.com)

### Art & Entertainment / Sports / Journalism / Literature

- Steve Allen (Architect)
- Issac Asimov (Mastermind)
- William F. Buckley (Mastermind)
- Ayn Rand (Mastermind)
- Harper Lee (Architect)
- George Bernard Shaw (Field Marshal)
- Walt Disney (Inventor)
- Mark Twain (Inventor)
- Gregory Peck (Architect)

### Politics / Government / Military

- Thomas Jefferson (Architect)
- Abraham Lincoln (Inventor)
- Dwight D. Eisenhower (Mastermind)
- Ulysses S. Grant (Mastermind)
- John Adams (Field Marshal)
- Douglas MacArthur (Field Marshal)
- George Marshall (Field Marshal)
- Peter the Great (Mastermind)
- Margaret Thatcher (Field Marshal)
- Golda Meir (Field Marshal)
- Hillary Clinton (Field Marshal)
- Golda Meir (Field Marshal)
- Fredrick Douglass (Field Marshal)
- Napoleon Bonaparte (Field Marshal)
- William Tecumsah Sherman (Field Marshal)

### Profiles of Famous Rationals

- [John Adams](#)
- [Albert Einstein](#)
- [Richard Feynman](#)
- [Ulysses S. Grant](#)
- [Thomas Jefferson](#)

## NT Rational Quotes

*"To me it suffices to wonder at these secrets and to attempt humbly to grasp with my mind a mere image of the lofty structure of all that there is."*

– Albert Einstein (Architect)

*"I have taken all of knowledge for my province."*

*"Knowledge is power."*

– Francis Bacon

*"Error of opinion may be tolerated where reason is left free to combat it."*

– Thomas Jefferson (Architect)

*"It is not enough to have a good mind; the main thing is to use it well."*

– Rene Descartes (Mastermind)

*"Never express yourself more clearly than you think."*

– Neils Bohr (Mastermind)

*"But I'm not using those lessons just for theorizing about the future, I am betting on it."*

– Bill Gates (Field Marshal)

*"What I cannot create, I cannot understand."*

– Richard Feynman (Inventor)

*"We must know, we will know." ("Wir müssen wissen, wir wollen wissen.")*

– David Hilbert

*“The progress of science is the discovery at each step of a new order which gives unity to what had seemed unlike.”*

– Jacob Bronowski

*“When he was chided by a friend for abandoning the traditional solace of religion he replied: “Had I lived a couple of centuries earlier I could have fancied a devil scoffing at me ... and asking me what profit it was to have stripped myself of the hopes and consolations of the mass of mankind? To which my only reply was and is – Oh devil! truth is better than much profit.”*

– Thomas Henry Huxley (Mastermind)

*“Ideas do not have to be correct in order to be good; its only necessary that, if they do fail, they do so in an interesting way.”*

– Robert Rosen (Architect)

## **Job Fitting for Rationals (Finding Knowledge and Competence)**

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."

Rationals may have a problem with the Boomer phrase, "Finding Your Passion." Many Rationals are suspicious of strong emotion. For them, life satisfaction equates to having Knowledge and Competence.

Many of our early Presidents were Rationals, such as John Adams, Thomas Jefferson, and James Monroe. A common characteristic is a vision of the future and the ability to make that vision come true.

Of all the Rationals, the most driven toward a leadership position is the *Field Marshal (ENTJ)*. David Keirse said they cannot NOT lead. In business Field Marshals are often found as top executives and senior managers as well as heads of sales and marketing. Since they are driven toward reaching goals, they can be project managers, investment brokers, financial planners, labor relations leaders. Their analytic abilities are of advantage in positions such as business consulting, management consulting, stockbroker, and economic analyst. Professional fields attract the Field Marshal so they can call their own shots. If they enter the legal field, they may rise to the position of judge. Says Kent, "I'm very goal driven and I expect everyone who works for me to be aiming toward the same goal. If you focus your team, you can achieve what might once have seemed impossible."

The *Mastermind (INTJ)* is very focused as well, but more on an internal vision. They are good at solving problems and like to work on tough intellectual puzzles. They are often led into technical positions such as scientific researcher, design engineer, environmental planner. The developing field of genetics benefits from their intensity as does the field of medicine. In education they are most often found at the college and university level. In the professions, they may be a lawyer, a business analyst, or strategic planner. Some have a strong artistic/creative bent and may become an artist, inventor, or designer. Whatever they do, they do it with intensity. Says Kim, "I am constantly teaching myself something new in order to solve the problems that I encounter. My husband leaves me alone when he sees that I am caught in what he calls my "Thinking Time." I'm unwinding knots even in my sleep."

Usually the most out-going of all the Rationals is the *Inventor (ENTP)*. That's because they love bouncing their ideas off other people and seeing their reactions. It is not unusual to find this type in any job that requires new ideas and people contact. You might find them in politics, in real estate development, in advertising, in marketing, or in public relations. They could be a venture capitalist, a management consult, or a sports agent. As long as they have the opportunity to invent a new product or a new experience, they will shine. Says Donna,

“We’d never tried landing on Mars using air bags and bouncing, but we did it. We took the risk, then checked out everything we could to limit the risk and we succeeded.”

The most reserved of the Rationals is the *Architect (INTP)*. They store huge amounts of information in their heads and can analyze problems with great insight. They are often drawn to professions where they can be their own bosses, such as optometrist, plastic surgeon, neurologist, or scientist. They may become lawyers, architects, or financial analysts. Many are found in the higher levels of academia in such fields as archeology, chemistry, philosophy, or mathematics. They may show a strong creative bent as a musician, inventor, or photographer. Some restore antiques or old cars. Says Don, “I like having my own business as an optometrist. I am constantly reading about new advances in the field. My work must be of the highest quality. My reputation has caused many patients to come to me because they have problems that were not solved by other treatment professionals.”

The drive towards constantly increasing their knowledge base and being highly competent is what gives Rationals a sense of personal satisfaction.

## **How Rationals Deal with Work Stress (Appearing Compulsive)**

Since Rationals search for knowledge, competence, and eternal truths, when these needs are blocked, they become stressed. When Rationals experience great stress, they experience thoughts that tell them either that they must act or think in a particular way or that they must not act or think in a particular way. The outside observer sees the Rational as driven by compulsions or prohibitions.

The *Field Marshal* is driven to lead. They want things to be logical, to be recognized for their accomplishments and to be respected for their visionary ideas. Sometimes they are forced to be harsh with others to accomplish their goals. If their harshness triggers high emotionalism from workers and rumblings of disrespect, they can become hypersensitive to their own feelings and have outbursts of emotion. When high stress is triggered, they can become ritualistic in their behavior in an effort to control both the outside world and their inner emotions. It can help to talk to a trusted person whose counsel can help bring back balance. Also silent support from others along with the resolution of the crisis will restore equilibrium. Says Joan, “I have the entire responsibility for my area’s non-profit organization. When contributions shrunk, I had to cut back on some programs. Some people hated me for my decisions. My second-in-command quietly backed me up and asked me why I was brushing my teeth so often. I hadn’t realized it. It was as if I wanted to brush my bad words and their bad words away. Now people are used to the cut-backs and the grumbling has mostly stopped -- so has the excessive teeth brushing.”

The *Mastermind* sees situations from their own unique perspective and they enjoy finding new solutions to complex problems. They are driven to implement their ideas whether or not others can see their vision for improvement. If they are given no support, they dig in their heels and work all the harder to achieve their vision. Stress comes when they are forced to deal with too many unexpected events or if they are forced to be too extraverted for too long. The stress manifests itself by obsessive thoughts on external data and feelings of the world being against

them. They can recover if they are given time to be alone, get their tasks rebalanced and have time to pursue their visionary solutions. It's best if others do not try to give them advice or suggestions. Says Vince, "I can see ways to make information more accurate with less effort which will greatly benefit the organization. Unfortunately, most people can't see what I see until I actually can give them a working model. Luckily my current boss has faith in my visions and gives me some free reign. He doesn't ask me to account for all of my time and gives me a heads-up when a specific deadline is coming up. This is so much better than my last boss who pressured me all of the time that I became less effective and wanted to withdraw from everyone."

The *Inventor* is always imagining something new and bounces their ideas off willing listeners. They are usually very positive and often laugh off anything negative. But if excessive negativity comes their way and/or they become physically exhausted, their fluid imagination works overtime and obsesses about problems. They can withdraw and sleep a lot while their mind deals with the issues. In the worst case they can become phobic and lose their friendly social abilities. It's best if they can walk away from their problems for awhile and let their brain rest. Meditation often helps. Quiet support from others for their physical needs can help. Says Nathan, "I'm basically a positive person, but every so often I just crash. I feel exhausted and sleep a lot. I usually come out of it in 2-3 days. When long weekends occur, I don't want a list of chores to do. I need real recovery time. Getting extra rest and doing something playful helps me get back to my normal self."

The *Architect* prides themselves on their objectivity and ability to impartially analyze and organize thoughts. They enjoy tough critiques that help them to hone the exactitude of their thoughts. What they don't like is strong emotional expression directed at them and being denied the alone time that they need. If this goes on too long, they become highly stressed and may emphasize their logical thinking to the extreme. They become overly sensitive to relationships with others and can lash out emotionally. To achieve their normal state again, they need to be left alone and not asked about their feelings. They also need reduced responsibilities until they recover. Says Tina, "I'm the one they go to when they have a really complex problem that needs solving. Last year I was pressured by my new boss to do too many things and solve too many problems. He even swore at me when I couldn't get results back to him quickly enough. I learned long ago that I can't function under that kind of behavior. So I took two days off and then went to see my old boss who had been promoted. I now report directly to him and have more independence and more peace."

## Getting Along with Rational Bosses

What clues can you use to see if your boss might be a Rational? Does your boss have a forever focus rather than future, past, or the present? Is your boss looking for problem solutions that will hold up over an extremely long time? Does your boss talk about different elements in a system, at the same time emphasizing the points by bending their fingers back? Do you see your boss as more "head in the clouds" rather than "feet on the ground?" Does your boss emphasize logic over values? If so, your boss might be a Rational.

Hot buttons for a Rational boss are:

- Employees who believe that new ideas won't work and trust only the tried-and-true
- Employees who are emotionally needy and demand too much time
- Employees who don't show initiative and want things explained in detailed steps

Being successful with your Rational boss means being open to new ideas for improving systems. Rational bosses continually test the logic of systems and seek dramatic, rather than incremental improvement. They especially appreciate employees who can fantasize new possibilities to test out.

Goals that drive Rational bosses are set far in the future and provide stretches for their intellect. A Rational boss is more likely to criticize you for incompetence than praise you for successes. Since Rationals are achievement-driven, employees need to become more aware of their own achievements and realize that this is the yardstick by which they will be judged.

There are four different kinds of Rational bosses. The Rational *Field Marshal* is a strong leader who is focused on the long-term success of the company. In order to be taken seriously, the employee needs to be able to speak to the boss about the goals and aims. The Rational *Mastermind* has an intense, inner-focus on creating effective systems. The employee needs to listen to the Mastermind talk about their vision so they can be effective in supporting it. The Rational *Inventor* is outward and multi-focused, and their emphasis is on experimenting and inventing. The effective employee is a sounding board who retains a balance between enthusiasm for new ideas and skepticism to test their effectiveness. The Rational *Architect* boss is especially sensitive to fine gradations in logic and very specific definitions of words. The employee needs to be sure of a common understanding of terms so that the Architect will see the employee as competent and will be willing to share his ideas.

Rational *Field Marshals* and *Mastermind* are usually direct in their communications and at times can seem overpowering to the employee because of their intense focus. Rational *Inventors* and *Architects* show more of a multi-focus and employees may need to ask questions to find out what these types of bosses really want them to do. In general, Rational bosses provide an intellectually stimulating atmosphere and challenge employees to create and do more than the employee might have dreamed was possible. It is from this type of atmosphere that some of the greatest new ideas come.

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 Rationals Should Present to Non-Rational Bosses

Matt, a first-level software development manager at a large manufacturing company, was presenting the results of his research project to VP of Information Technology Margaret. Five minutes into the presentation, Margaret asked a question challenging Matt's team's choice of a new methodology in conducting preliminary user requirements research. Because Matt and his team were thorough in designing their research project, they had actually carefully considered

the previously used methods Margaret favored early in their investigation before selecting the new, more effective, path. Matt confidently explained this process to Margaret and the audience, and moved on with his presentation. Anyone watching Margaret, however, noticed that she looked not only unconvinced, but even a little hostile. Matt completed his presentation without any further comments or questions from Margaret. The following week, Matt's direct supervisor informed him that Margaret had decided not to fund implementation of the research project, and that the team would be assigned to "higher priority" activities. Within 2 months Matt found a job with a new company, a great loss for everyone 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'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 a Rational, you are a member of the smallest Temperament group – approximately 8-10% of the U.S. population are also Rationals. Fortunately for you, Rationals are over represented in organizational management – so the odds that you are presenting to a Big Boss that speaks the same (Rational) language as you increase as you move higher up the organizational ladder. Of all the four temperaments, though, you are the most likely to experience the presentation meltdown, although it is often not immediately apparent, as was the case with Matt. Because you run into a different Temperament Big Boss at least 75% of the time, it is critical for you to learn the subtleties of communicating with them in their preferred style.

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

- You respect competency in people above all other traits. You do your homework before giving a presentation, so are ready to defend your conclusions and recommendations to others. You expect others to either see the logic of your reasoning, or to debate any flaws they see, and if their arguments are competent, you are willing to change your mind – even if the argument comes from the most junior person on the team.
- You question the status quo continuously and will discard any process or method if you find a new one that is more efficient or effective.
- You are dedicated to finding the best and most effective solutions, and friendships, personal loyalties, and organization hierarchy is not a compelling reason for picking a particular solution if it has less merit than an alternative.

These are all positive and egalitarian traits. However, when presenting to non-Rational Big Bosses – that is, Guardians, Artisans, or Idealists, these very traits may be what create the disastrous results you want to avoid.

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

- Is respectful of authority. As a high ranking member of the organization Mr. Big deserves your esteem and expects you to defer to him when there are differences between you.
- Values established processes, proven methods, and proper channels. These keep order in the organization and avoid unnecessary risk that can cause chaos.
- 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.

*Idealist* Big Bosses are 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 reject any new methodologies or technologies where they don't see adequate planning to mitigate negative consequences affecting the well-being of the people in the organization.

The *Artisan* Big Boss is probably the most straight forward of the non-Rationals for you to understand and effectively interact with. The Artisan:

- Respects results and “getting things done”. He doesn't care highly for the details of why certain alternatives were investigated and chosen or discarded; competency is established only by actual results. Details and minutia that excite you bore him.
- 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.
- 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.

In our example at the top of the article, once you know that Matt is a Rational, and Margaret is a Guardian, an effective response for Matt becomes apparent. Rather than pointing out the strengths of his methodology versus Margaret's challenge (which is precisely the correct behavior when challenged by a competency-oriented Rational Big Boss), Matt needed to respectfully defer to Margaret's authority. He might have responded, “That's a very good point Margaret. Let me have the team put together the data around it, and I'll get it to you before the end of the day”. Having acknowledged Margaret's hierarchical authority, he

would have continued on with his presentation with Margaret's interest and involvement intact. Instead, Margaret interpreted his defense of his methodology as insubordination, and lost trust in his judgment as well as, ironically, his competency.

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 Rational**

Some Rationals seem so cold and logical that it's hard to imagine them doing something as frivolous as falling in love. Most Rationals do not express the range of emotions other types do because they keep their emotions tightly in check, usually showing them only to those closest to them. Getting a Rational to open up and show their tender side can be a great challenge, one many women find intriguing.

Rationals are the least likely types to remember important days, such as anniversaries, birthdays, and holidays. However, they do tend to be steadfast, being among the most committed. Their partners can expect intellectual stimulation, debating from multiple perspectives, and a lot of autonomy. Rationals are the most likely types to treat their partners as equal in adult status.

Hamid is a *Mastermind (INTJ)* Rational. As a teen, he was slow to mature. He was interested in girls, but was very awkward around them. He also felt that most girls were just plain silly, so he did not date. By his senior year in college, he was actively looking for a mate but wasn't quite sure how to go about it. One day he happened to strike up a conversation with a young woman he'd known slightly. They immediately hit it off, covering topics ranging from the inane (comic strips) to the sublime (the origin of life). They married a year later. Hamid feels very relieved to have successfully cleared this life hurdle.

Unlike Hamid, Jason, a *Field Marshal (ENTJ)* Rational, was fairly popular in high school. However, he didn't date much because he didn't have time for girls. He enjoys dating now but chooses his dates carefully with clear objectives in mind. He's looking for a long term partner who has a career of her own. He hopes to find someone who enjoys debating political/social issues, discovering new restaurants, and playing some sport together. His biggest problem has been detaching clingy women who haven't gotten the message that he's moved on.

Garrett, an *Inventor (ENTP)* Rational, enjoyed dating in high school. He tended to prefer dating many different girls to having a single serious girlfriend. Now in college, he finds that the available women are of even better quality: able to engage in intelligent debate, well-read, and willing to stand up for what they believe. He's having a blast romancing many different types of women. In the future, he'd like to get married, but for now the buffet of life is sweet.

Sam, an *Architect (INTP)* Rational, had a slow start in the dating game. However, he found his own niche in college by becoming the Brain. He was in a long-term relationship which died long before he was willing to write a death certificate. After some time had passed, he discovered another woman he'd actually known for years. He was hesitant to make a commitment after the last fiasco. However, when he suggested they live together, she said she would only live with him if they were married. That helped him make a decision to commit without feeling pressured.

## Romance and the Female Rational

Rational women tend to be late bloomers on the dating scene. They are sometimes unaware of or don't wish to follow cultural norms which dictate what is considered feminine. As they get older, men often appreciate their logic and general lack of emotional outbursts, along with the fact that Rational women tend to clearly state what they think and want.

Cammy is a Rational *Field Marshal (ENTJ)*. In high school, she had lots of friends but few dates. In college, she found it easier to find dates. Her friends told her she was bossy and intimidating. It frustrated her that what worked well in her career wasn't good in romance. Then she met a man who actively pursued her. At first she wasn't interested because she thought he was a light weight. As she got to know him, she valued his ability to understand her thinking and bring out her sentimental side.

Pat is a Rational *Mastermind (INTJ)*. In high school, she watched others flirt and felt a combination of envy and disgust. In college, Pat found some dates in her upper level classes and professional organizations. Now she has a steady boyfriend. They enjoy long technical and philosophical talks and cultural experiences. They have talked of marriage, but, at this point, they're too involved in their careers.

Mara is a Rational *Architect (INTP)*. She had a steady boyfriend in high school. They broke up when he pushed for a further commitment and she realized he wasn't what she wanted long term. She has dated off and on since then and enjoys getting to know new people. She's had some serious boyfriends, but she hasn't found one she wants to keep yet. Her mother is worried that she'll never get married since Mara is already in her thirties and has no boyfriend. Mara figures it will happen when it happens.

Brianna is a Rational *Inventor (ENTP)*. In high school, she had many friends, both guys and girls. She enjoyed dating when it happened but didn't worry when it didn't. In college, she was ready to play the field. She would scan it for interesting people. What she most liked was having conversations on all kinds of topics from the newest movie out to the existence of alternate universes. She likes men who are playful and who listen to her freewheeling ideas. While she is interested in someday getting married, she's in no particular hurry for love.