



THIS DOCUMENT IS AN ABRIDGED SAMPLE VERSION
OF THE TEMPERAMENT AND TEAM DYNAMICS
REPORT. THIS SAMPLE IS MEANT TO HELP YOU
GET AN IDEA OF THE DESIGN AESTHETIC AND AN
OVERVIEW OF THE KIND OF CONTENT INCLUDED.



Military Defense Force

Date of Analysis: October 10, 2020

Team Name: Leadership Team

Team Leader(s): Jane Doe

Temperament and Team Dynamics

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by helping people understand
each other.

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On Your Team



Artisan

Promoter ESTP

Crafter ISTP

- Performer ESFP
- Composer ISFP



Guardian

- Supervisor ESTJ
- Inspector ISTJ
- Provider ESFJ
- Protector ISFJ



Idealist

Teacher ENFJ

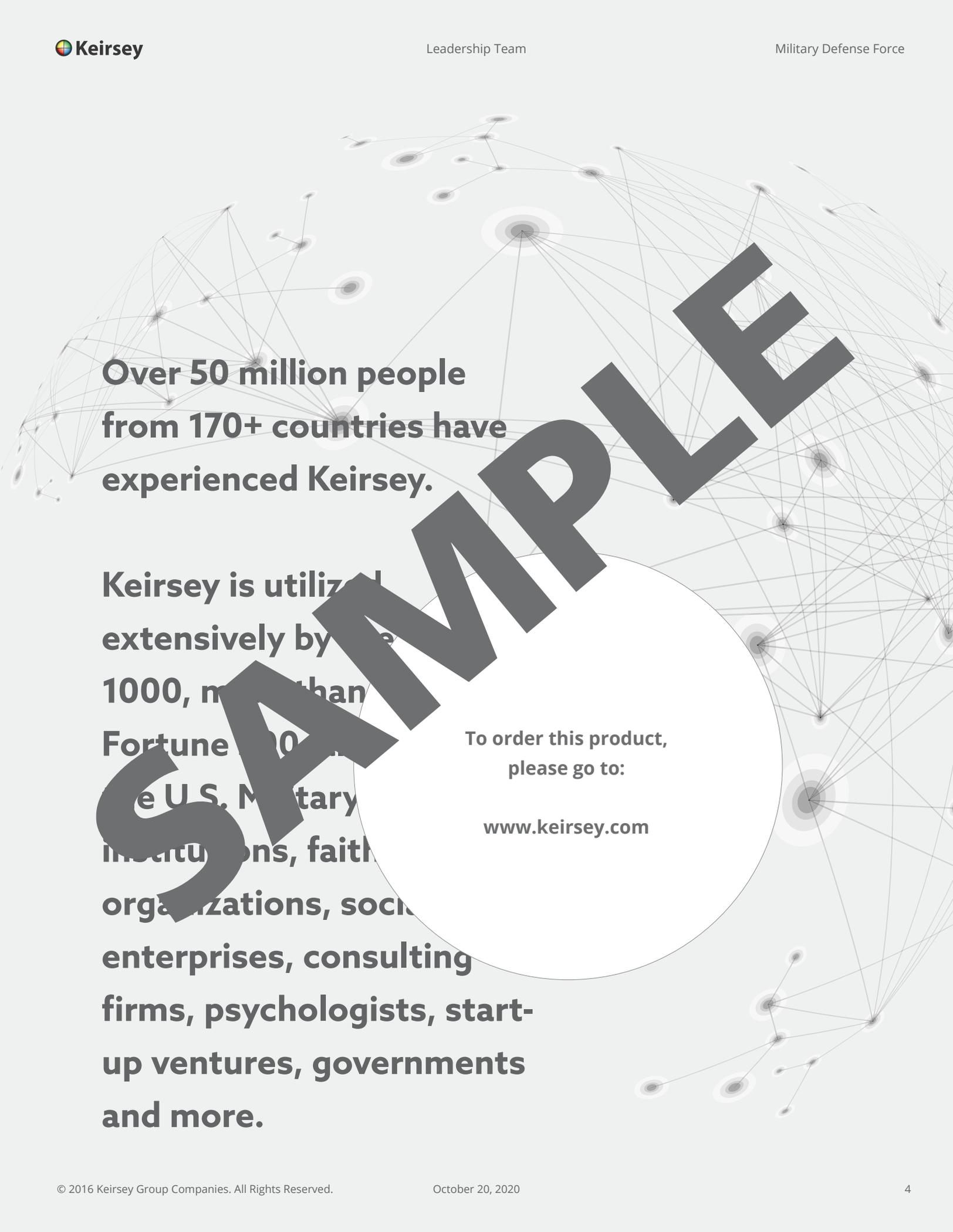
- Counselor INFJ
- Champion ENFP
- Healer INFP



Rational

Fieldmarshal ENTJ

- Mastermind INTJ
- Inventor ENTP
- Architect INTP



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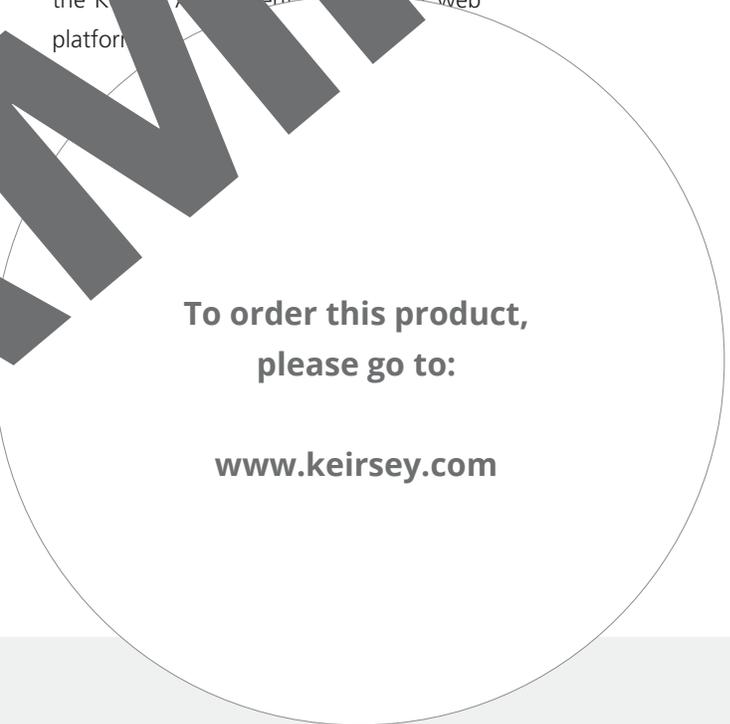
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Temperament and Team Dynamics

There are many tools available for motivating and managing people on teams, including tools for assessing skills, interests, and interaction styles. This report gives you the ability to look at your team members through the powerful lens of temperament. It also encompasses individual needs, the kinds of contributions made in the workplace, and the roles played in society.

Temperament is a configuration of observable personality traits, which include, habits of communication, patterns of action, values, and talents. Dr. David Keirsey identified humankind's four temperaments as the **Artisan**, the **Guardian**, the **Idealist**, and the **Rational**. He has also divided each temperament into subtypes in order to capture key differences in detail. (There are four kinds of Artisans, four kinds of Guardians, four kinds of Idealists, and four kinds of Rationals, making for a total of 16 types.)

As a group, you can use this report to assess the different strengths and challenges of each member of your team. You will be able to see the communication styles and management approaches that are most (and least) effective with your team. You will learn what motivates your team members, and also what can interfere with their teamwork. The following pages contain individualized results for your team members who have taken the Keirsey Temperament Test on our web platform.



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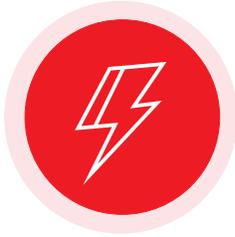
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ARTISAN

GUARDIAN

IDEALIST

RATIONAL



Promoter
ESTP



Supervisor
ESTJ



Performer
EFJ



Fieldmarshal
ENTJ



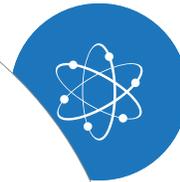
Crafter
ISTP



Inspector



Performer



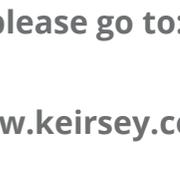
Brainmind
ENTJ



Performer



Provider
ESFJ



Performer



Inventor
ENTP



Composer
ISFP



Protector
ISFJ



Healer
INFP



Architect
INTP

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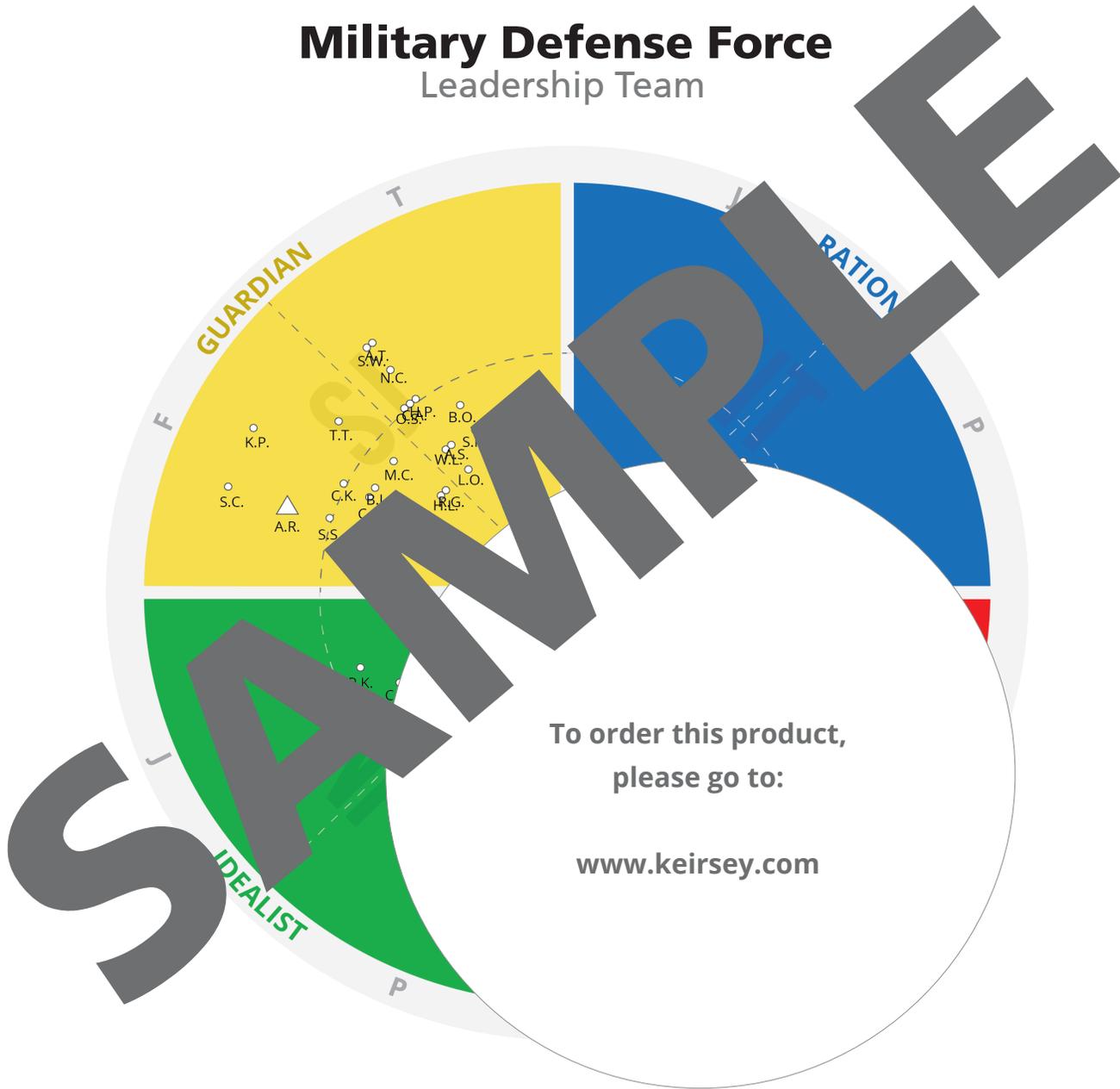


Team Te...
Interpeta

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Military Defense Force Leadership Team


LEGEND

- △ Team Leader
- Team Members

Team Temperament Influences

Artisan



5.3%

Guardian



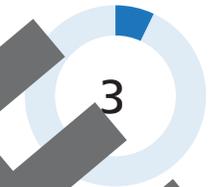
68.4%

Idealist



18.4%

Rational



7.9%

- Merry, Betsey
- Sampsel, Jannet

- Baccus, Arnulfo
- Bartling, Robert

- Ashby, Dina
- ... , Graciela

- Beven, Jackson
- Overfelt, Joshua

- Birden, Olene

- Bloxh...

- ...

- Derose

- Discher, Thor

- Eastwood, Honey

- Gerald, Gerry

- Harriott, Margret

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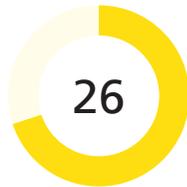
Team Temperament Influences

Artisan



5.3%

Guardian



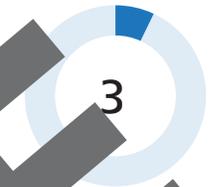
68.4%

Idealist



18.4%

Rational



7.9%



- Hartz, Angelic
- Hussain, Germaine
- Leeson, Stevie
- Maher, Mabelle
- Mata, Adelia
- Merriweather, L
- Milan, Elton
- Ocasio, Celsa
- Padilla, Grande
- R...
- Ris...
- Rudis...
- Salazar,
- Salido, R
- Wynner

SAMPLE

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Artisan

SAMPLE

Artisans have **pot**
have **tacti**ents in
work with their **hand**
seek **ulation, adven**
Artisans express themselves
playing games, and **entertaini**
impulse, and **flexibility** in their work
Artisans can be counted on to **"just do it," improvising** actions, seizing
opportunities, and forging **onward** when others have given up.

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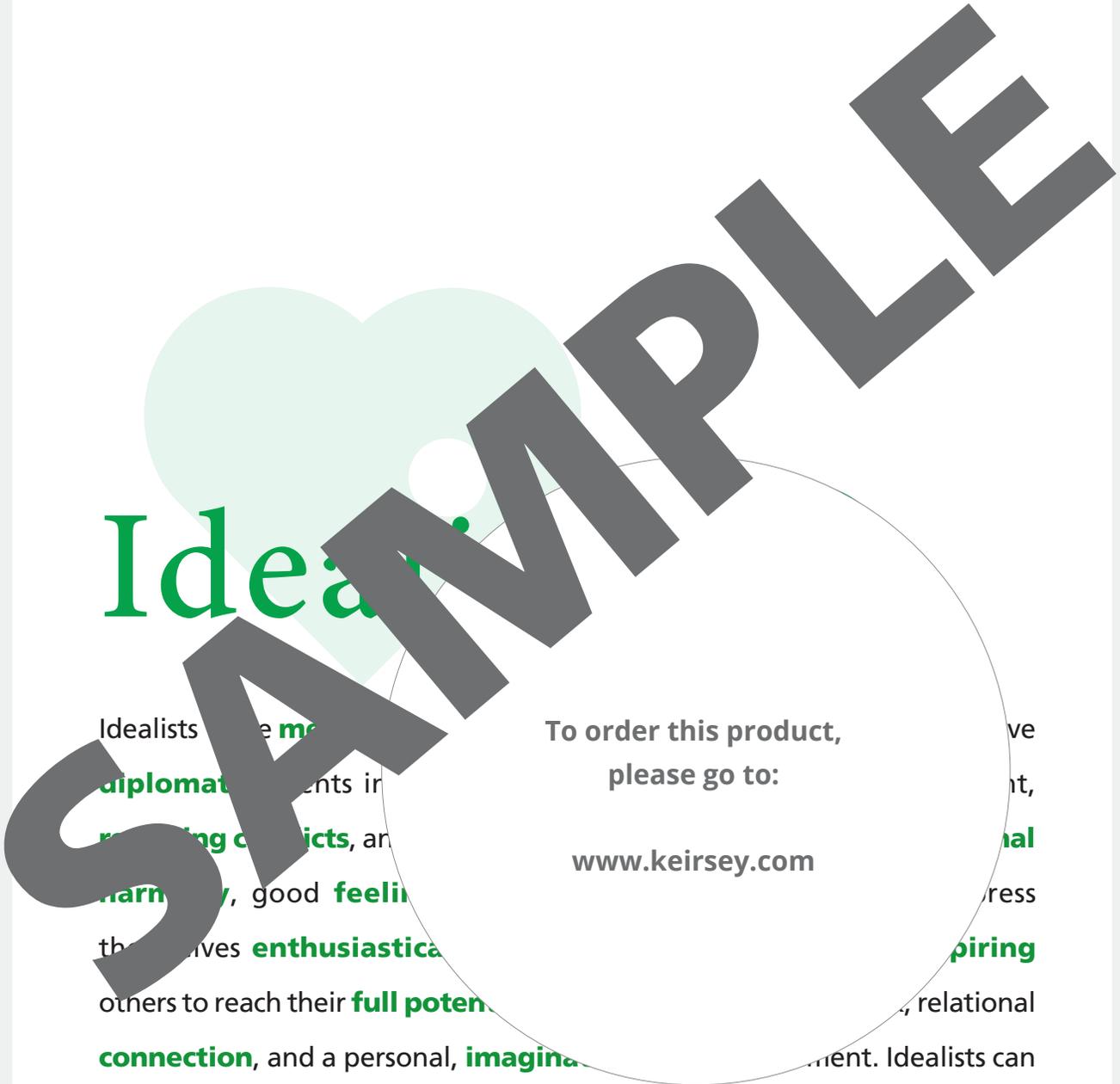
ills.

Idealists

Idealists are the most diplomatic, gentle, and peaceful. They are the ones who bring harmony, good feelings, and enthusiasm to the workplace. They inspire others to reach their full potential, and they are the ones who create a strong relational connection, and a personal, imaginative environment. Idealists can be counted on to "see the best in people," nurturing warm, loving relationships and finding new possibilities.

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Team Temperament - Influences

PROMINENTLY REPRESENTED TEMPERAMENTS

68.4% GUARDIAN - PRIMARY INFLUENCE



Guardians are valuable on a team because they are the most skilled in logistics: managing people and supplies, implementing policies and procedures, and maintaining order. They are interested in schedules, routines, and protocols. They proceed in a step-by-step manner with an eye for details. They value dependability, structure, and regulation. They are the keepers of traditions and customs, making sure that moral standards and fairness are kept and followed. Guardians will thrive in a constant, no-nonsense work environment where clear pathways of advancement are offered. In this situation, they strive to attain higher levels and greater degrees of responsibility and authority.

LESSER REPRESENTED TEMPERAMENTS

18.4% IDEALIST - LESSER REPRESENTED INFLUENCE



Idealists are valuable on a team because they are the most skilled in diplomacy, communication, and human relations. They are interested in meaningful projects and developing relationships with their fellow team members. They are interested in personal growth and make sure that their team members are growing. They bring enthusiasm, positive energy, and a collaborative spirit to the team. They thrive in a collaborative environment where their ideas are encouraged. They are interested in issues and issues.

7.9% ARTISAN - LESSER REPRESENTED INFLUENCE



Artisans are valuable on a team because they are the most skilled in tactics: acting quickly to better their position and take full advantage of the opportunities that present themselves. They are physical people, good at working with their hands, voice, and senses, and quickly mastering equipment and tools of all kinds. They love risks and are rarely afraid of failure. They are often proud of taking daring actions when others might be intimidated. Artisans thrive in an environment that is lively and fun because they like to be where the action is. They appreciate a "think out of the box" environment. They enjoy a workplace environment that is fun and interesting. They are interested in formulating interesting ideas and investigating new technologies. They are always looking for ways to improve themselves. They are always looking for ways to improve themselves. They are always looking for ways to improve themselves.

5.3% ARTISAN - LESSER REPRESENTED INFLUENCE



Artisans are valuable on a team because they are the most skilled in tactics: acting quickly to better their position and take full advantage of the opportunities that present themselves. They are physical people, good at working with their hands, voice, and senses, and quickly mastering equipment and tools of all kinds. They love risks and are rarely afraid of failure. They are often proud of taking daring actions when others might be intimidated. Artisans thrive in a work environment that is lively and fun because they like to be where the action is.

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Resolving Conflicts for Artisans



⚡ Merry, Betsey
Sampsel, Jannet

SIGNALS AND SIGNS OF TROUBLE

!

May point out that things are wrong or ineffective to cover up the lack of results.

May complain.

May appear to be bored and disengaged from the project at hand.

POTENTIAL REMEDIES

Provide greater challenges to engage them in their work. They respond best to challenges that call for action or create competition.

Engage them with humor, fun activities, and playfulness.

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Resolving Conflicts for Idealists



7

18.4%



- Asbury, Dina
- Carbonaro, Graciela
- Hofmann, Pamela
- Kehr, Jay
- Martinez, Robbyn
- Mccaw, Alphonso
- Teets, Lester

SIGNALS AND SIGNS OF TROUBLE



May create false dilemmas or situations to divert attention to themselves diverting the focus from the team project.

POTENTIAL REMEDIES

Encourage them to vent their feelings privately without reproach or condemnation.

form

other criticism
out
d

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focus

May feel overwhelmed if their responsibilities are too heavy and they cannot complete their responsibilities.

Encourage them to acknowledge the vital contributions they have made to the workplace,

May feel exhausted and unappreciated.

SAMPLE

The Dimensions of Temperament

As you have seen, each temperament brings to a team its own unique qualities and shortcomings, strengths and challenges. What accounts for these differences? And what makes them the source of team synergy and/or team conflict? To use the idea of temperament most effectively, managers need to understand that the four temperaments are not simply arbitrary collections of characteristics, but spring from an interaction of the two basic dimensions of human behavior: our **communication** and our **action**, our words and our deeds. Simply put, it's not just about what we say and what we do.



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what we say and
what we do

Communication Concrete vs. Abstract

First, people naturally think and talk about what they are interested in, and if you listen carefully to people's conversations, you find two broad but distinct areas of subject matter.

Some people talk primarily about the external, **concrete world of everyday reality**: facts and figures, work and play, home and family, news, sports and weather—all the who-what-when-where-and how much's of life.

Other people talk primarily about the internal, **abstract world of ideas**: theories and conjectures, dreams and philosophies, beliefs and fantasies—all the why's, if's, and how's of life.

At the same time, of course, everyone addresses all sorts of topics, but in their daily lives, most people talk about **concrete** things, while **Abstract** people talk about ideas.

Concrete



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Action Utilitarian vs. Cooperative

Second, at every turn people are trying to accomplish their goals, and if you watch closely how people go about their business, you see that there are two fundamentally opposite types of action.

Some people act primarily in a **utilitarian or pragmatic manner**, that is, they do what gets results, what achieves their objectives as effectively or efficiently as possible, and only afterwards do they check to see if they are observing the rules or going through proper channels.

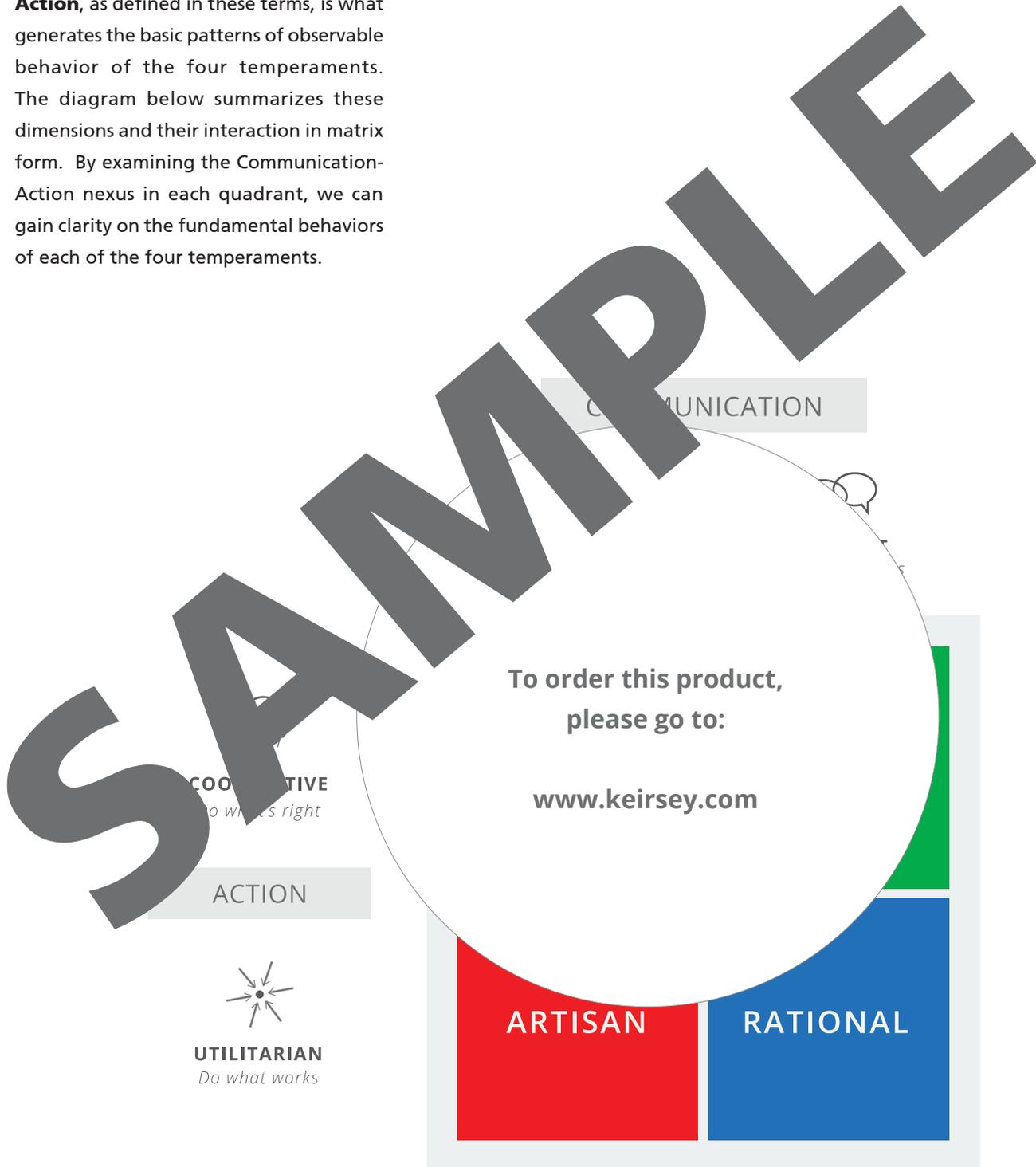
Other people act primarily in a **cooperative or socially responsible manner**, that is, they want to do the right thing, in keeping with the established social rules, conventions, and standards of conduct, and only afterwards do they check to see if they are observing the rules or going through proper channels.

These two ways of acting can overlap, certainly, but as they lead their lives **Utilitarian** people instinctively, and for the most part, do what works, while **Cooperative** people do what's right.



The Temperament Matrix

The combination of **Communication** and **Action**, as defined in these terms, is what generates the basic patterns of observable behavior of the four temperaments. The diagram below summarizes these dimensions and their interaction in matrix form. By examining the Communication-Action nexus in each quadrant, we can gain clarity on the fundamental behaviors of each of the four temperaments.



The Dimensions of Temperament

COMMUNICATION



CONCRETE
Talk about reality

ACTION



COOPERATIVE
Do what's right

Guardian
Concrete + Cooperative

Concrete + Cooperative Guardians
most responsible and
they can keep an
and take good care of, and they're
to obey the laws, follow the rules,
and respect the rights of others.

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ACTION



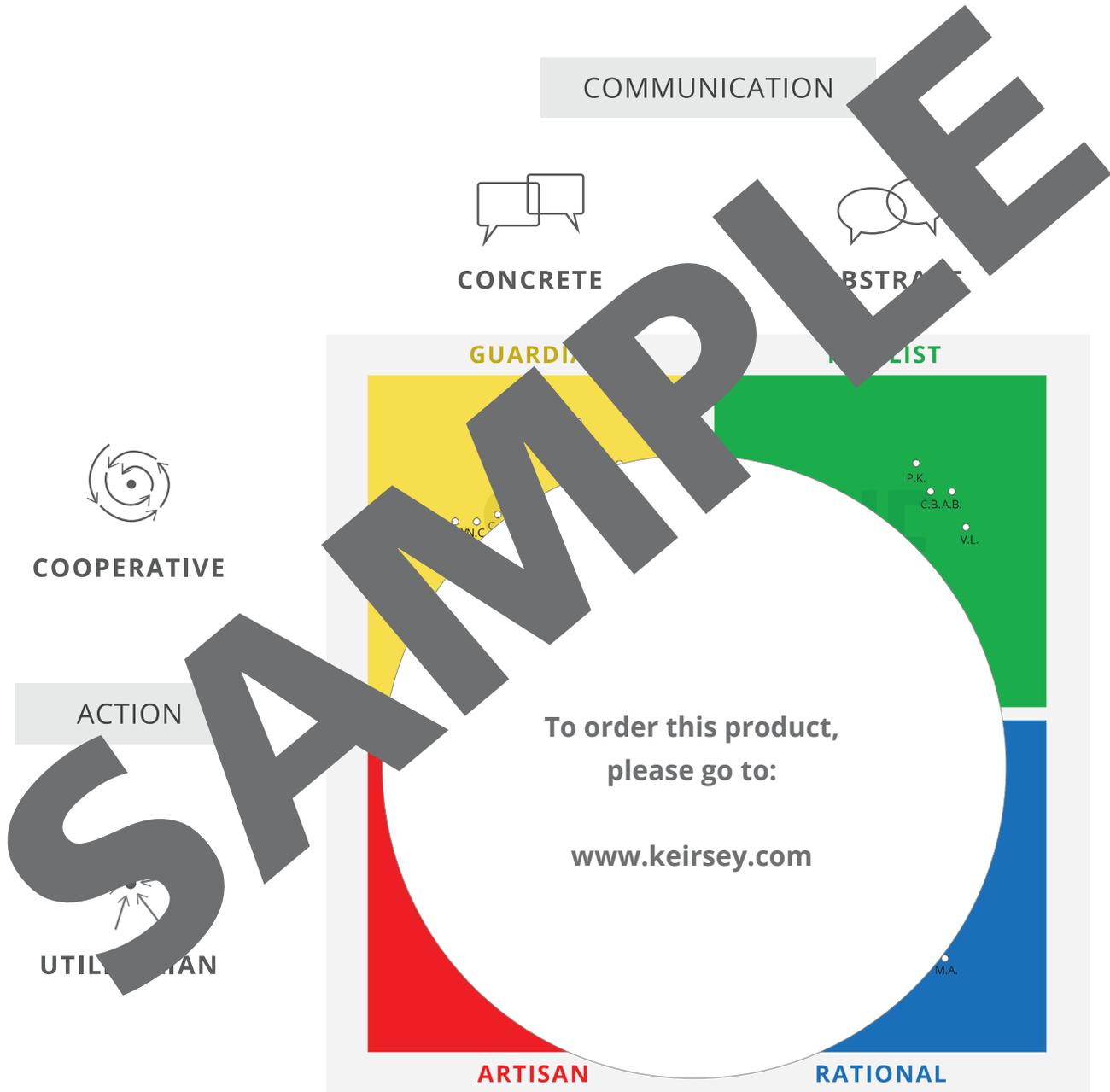
UTILITARIAN
Do what works

Artisan
Concrete + Utilitarian

Artisans, Artisans speak
they see right in front
about what they can get their
hands on, and they will do whatever works,
whatever gives them a quick, effective
payoff, even if they have to bend the rules.



Team Temperament Matrix



LEGEND

- △ Team Leader
- Team Members

Action Style

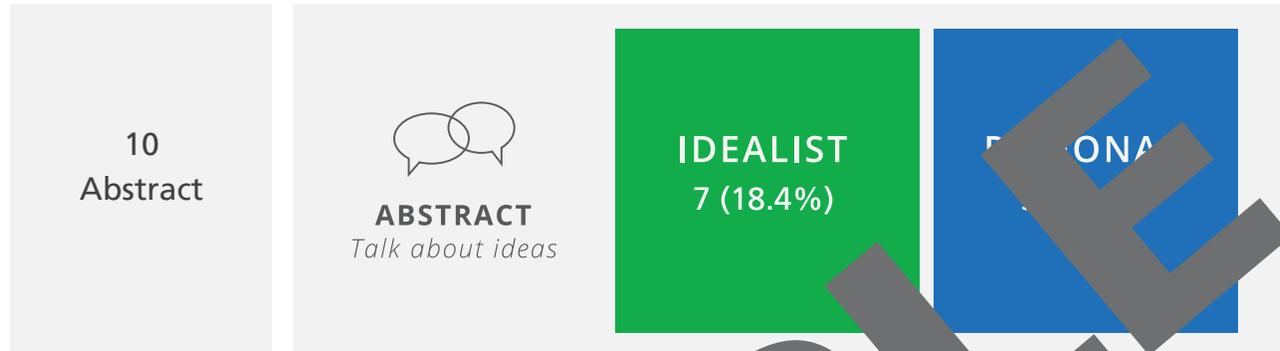


Results indicate that your team is moderately strong in **Cooperative** types (**Guardians** and **Idealists**). This means that your team has a natural ability to create synergy among the team members and get them working toward goals. Cooperatives easily create a friendly and agreeable atmosphere that fosters collaboration and teamwork. However, they may not be as interested in the most effective tools or techniques, especially if it means creating tension among team members.



Results indicate that your team is moderately low on **Utilitarian** types (**Artisans** and **Rationals**). A shortage of Utilitarians could mean that your team may not pursue the most effective or efficient means to attain its goals. Another possibility is that the wrong goals are being pursued and the results produced are not useful. Conflict might occur when Utilitarian team members propose taking the most direct route to solve a problem, and Cooperator team members slow things down, taking their time to make sure that everyone feels good about the steps being taken or that everyone's opinions have been heard.

Communication Style



Results indicate that your team is moderately low on **Abstract** types (**Rationalists** and **Idealists**). This could mean your team might not be allocating enough time to brainstorming and coming up with new solutions. An area of conflict might arise when the Abstract team members share their “creative” ideas and approaches, but are stifled by the many rules and “the way it’s always been done” attitudes of the **Concrete** members.



Results indicate that your team is moderately strong with **Concrete** (**Guardians** and **Artisans**) types. These types tend to communicate and think in terms of details, specificities and actionable ideas. Be on the lookout for the creative and inventive ideas of the Abstract types being dismissed by the Concrete types as impractical. Concrete types frequently look to past successes for guidance about what future steps should be taken.

Your Team's Effectiveness



When evaluating the effectiveness of your team, it is important to consider how the team's composition affects its performance. Here are some key points to keep in mind.

Matching Temperament to Task

There is no predetermined "correct" distribution of temperament that all team managers should strive to achieve. The types of temperament needed on a team will vary depending on the nature of the team project. What is important is that the team's temperament composition is matched to the task at hand.

First, look at the nature of the team being asked to accomplish the task.

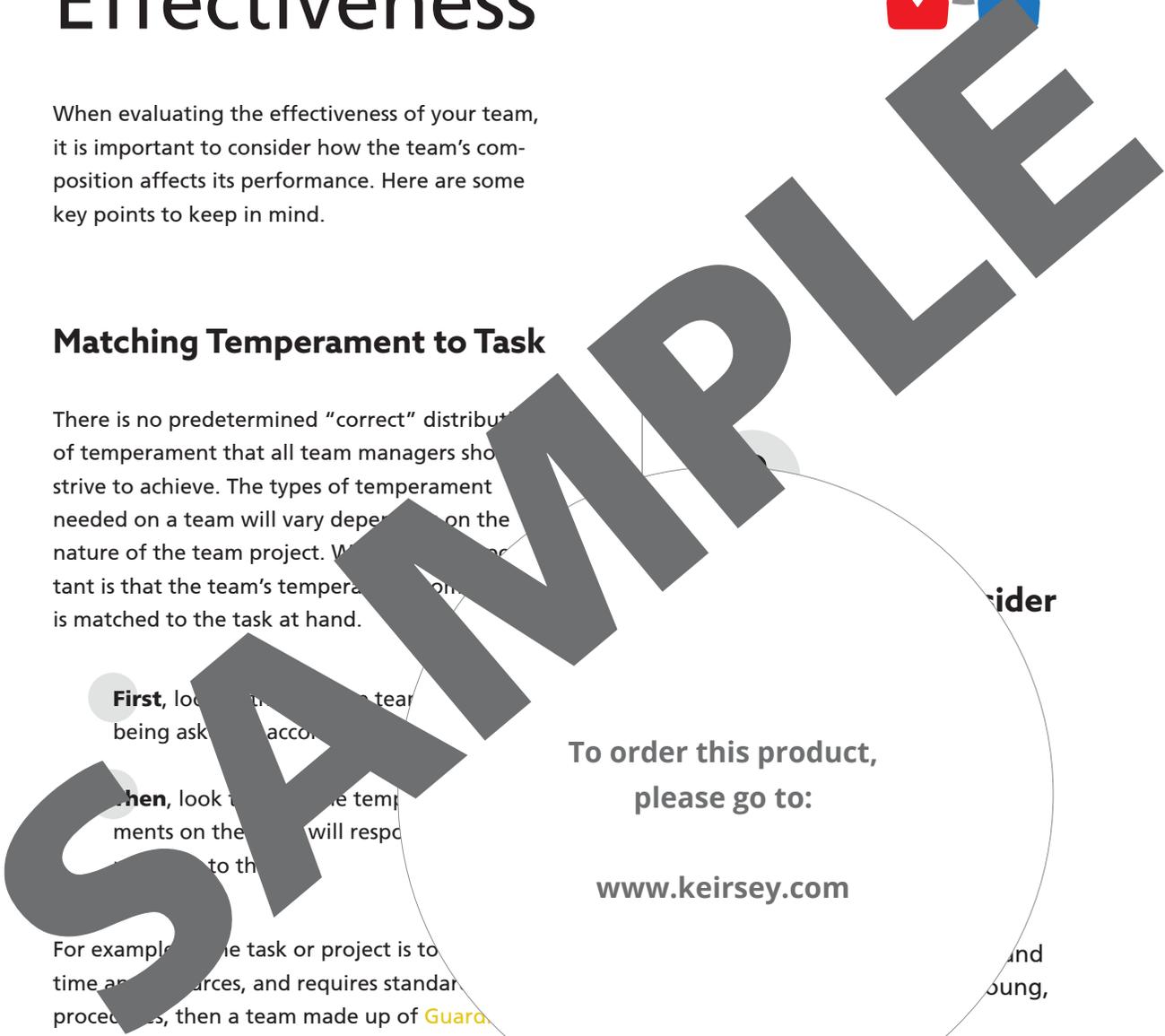
Then, look at the temperaments on the team. Will respondents to the task be able to handle the pressure and excitement of high risk operations?

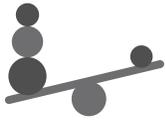
For example, if the task or project is to manage time and resources, and requires standard procedures, then a team made up of **Guardians** would be a good choice because **Guardians** work well with routines and regulations, and value stable operations. But if your team needs to work in crisis situations such as emergency response, a team made up of **Artisans** might be a better choice because **Artisans** work well under pressure and enjoy the excitement of high risk operations.

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- 4. How should temperament influence our hiring?
- 5. How should temperament influence our hiring?





Unbalanced Distribution

Having an excess or shortage of any temperament on a team will certainly affect the results produced by the team. In some cases, having an imbalance can help to accomplish the team's goals. For example, a team composed of 90% Guardians could be an ideal team composition for assuring that the resources of an established company are managed properly and that product quality is assured. However, it is not likely that such a Guardian team would excel at creating new products for the company, or do well in a fluid, rapidly changing environment, like the early stages of a startup.



Incompatibility

Remember, however, that imbalance can also be a source of problems on the team. If you have one or two team members with temperaments different from the rest of the team, they may have a different experience than the majority of the team, and may become frustrated or dissatisfied. For example, a lone Idealist on a team of Guardians may feel that things are too rigid and structured, and he or she may call for more spontaneity and creativity. Similarly, a lone Guardian on a team of Idealists may push for more structure, regularity, and high expectations.



Social Processes

If you are looking for a goal that is focused on a goal of Rationality.

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team sample, Or a forming



Hiring New Team Members

When considering potential new hires, a person's temperament can help you make a good match in regards to skill sets and outlook. Sometimes you might look to balance the team by hiring someone to fill a missing temperament. Other times you might look for more of the same temperament to focus on a specific goal. In any case, temperament should be only one part of your hiring considerations. Team compatibility can also come from members' interactions and experience, so we encourage you to use the vast array of human resources tools available when evaluating a potential new hire.



SAMPLE

**Individual
Interpreta**

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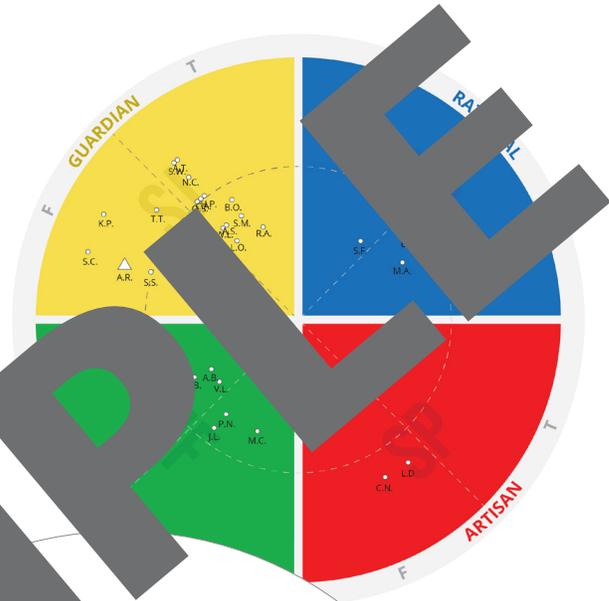
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Team Leader Influence

Team Leader Guardian

As a **Guardian**, your natural leadership talent is in the area of logistics: getting the right material to the right place at the right time. You are strongest in the areas of establishing and enforcing procedures and implementing them on the team and across the organization. You are likely to be a powerful administrator. Your values are likely to be in the areas of organization and key systems step-by-step operational

Keep in mind that the temperament of your team may have different values than you. If you can tap into these areas, you will have greater team success. For example, you can utilize the strategic and analytic skills of the **Rationals**, the problem solving and immediate tactical skills of the **Artisans**, or the diplomatic and relationship skills of the **Idealists**.



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33.4%

of your team members are also Guardians.

Team Temperament Preferences

Artisan



5.3%

Guardian



68.4%

Idealist



18.4%

Rational



7.7%

Workplace Preferences

Artisans tend to be interested in acquiring skills and techniques and developing them to a point of excellence. They like work that offers immediate and visible results and has an immediate impact on others and projects.

They like to work where the action is and enjoy working in environments that have quick feedback or projects that have a natural born ability to manage and lead with immediate tactics needed.



Guardians tend to be interested in stability and established ways of doing things. They like to work with clear routines, protocols, and defined structures. They enjoy consistent and structured working environments and strive to maintain that the workplace.



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Rationals tend to be interested in technology, systems, and inventions. They like to solve problems and create new tools and work that allows them to make great use of logic and analytical

They like to work in an environment where they can experiment with concepts and new ideas and find new ways to be challenged. They enjoy modifying and refining systems until all components work together as efficiently as possible.



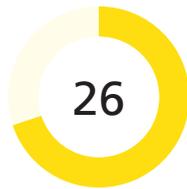
Team Temperament Preferences

Artisan



5.3%

Guardian



68.4%

Idealist



18.4%

Rational



7.5%

What They Value

Artisans value freedom and being able to act spontaneously, make decisions, and take action. They often do not feel bound by rules and procedures, and think they should be able to use whatever resources and tools are immediately available to accomplish a task, even if it's not within normal policy.

Though they love rules and are afraid of failure. They put themselves on being and taking unconventional actions when others might shrink away.



Guardians value stability, structure, gathering information, resources, and institutional processes. They are likely to be precise and to follow processes in detail. They are likely to be held to their promises and are accountable for their commitments.

They are loyal to their commitments and sometimes may even complete a task that was not assigned to them if it will move the project forward.



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Rationals value ingenuity, inventiveness, and competence. They like to learn new skills and to be challenged in whatever they do. They like to study and practice. They like to be technically proficient and enjoy making things. They like to have their own ideas and to be able to put them into practice.

Rationals tend to be practical and have an ability to think long term and to achieve their objectives. Rationals tend to be pragmatic and organized and are always on the look out for the most efficient and effective way to achieve a goal.



Team Temperament Preferences

Artisan



5.3%

Guardian



68.4%

Idealist



18.4%

Rational



7.5%

Ideal Team Environment

Opportunities to do hands on work with equipment where they can master skills and techniques.

Making and executing quick decisions and being able to take risks and trust their impulses.

Fun and exciting work with a sense of urgency.

Lots of challenges and surprises that require action.

Ability to bend the rules when needed to solve a problem.

Being a team and working with others who value teamwork and completion.

Being productive and achieving tasks.

Clear vision and goals.

Clear roles and defined responsibilities.

High expectations.

Learning about the humanities and working with people.

Identified with a cause and creating future solutions.

Connections, networking and helping others achieve.

Strong and deep relationships with others on the team.

Working with a team where members share the same ideals and purpose.

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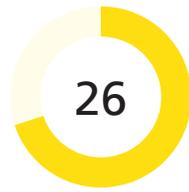
Team Temperament Preferences

Artisan



5.3%

Guardian



68.4%

Idealist



18.4%

Rational



7.7%

Least Desirable Team Environments

Lots of processes, procedures or rules that inhibit their ability to improvise and act spontaneously.

Highly emotional work places where time is spent solving personal problems instead of the task at hand.

Repetitive boring work or lack of problems to solve.

Long-term or short-term stress.

Spending excessive amounts of time waiting instead of rolling up sleeves to get work done.



When the rules, guidelines or promises are not followed.

Swift or constant change that doesn't allow for problem-solving.

Repetitive boring work or lack of problems to solve.

Structure or lack of structure.

Being isolated from the group with no interaction with others.

Undeserved promotion or acknowledgements.



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Cold impersonal environments or places that seem to have no interest in the values of the workers.

Working on uninspiring tasks that don't allow for passion or don't cultivate a positive spirit.

High standards and expectations and bad attitudes or cynicism.

Overly detailed tasks, detail oriented and being forced to follow a logical structure for achieving results.

Managing lots of details or maintaining systems.



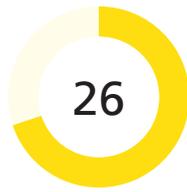
Team Temperament Preferences

Artisan



5.3%

Guardian



68.4%

Idealist



18.4%

Rational



7.5%

Communication

Artisans generally like to have fun in the workplace, so present topics to them in an exciting, upbeat manner. They tend to become bored or easily distracted when messages are communicated in a dull, dry manner.

They like change, so it's best to deliver communications to them with energy and get them to come up with a solution.

Guardians encourage team work and responsibility. They are more serious and communicate in a practical, matter-of-fact manner. They like to be heard and understood by the institution.

They like to be heard and understood by the institution.

Rationals generally like to have lively discussions, debate their positions, and use logic to communicate. They communicate factors in a clear manner to get things across.

They like concise, to-the-point criticisms initiated with clear explanations for what is being discussed.

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Team Temperament Preferences

Artisan



5.3%

Guardian



68.4%

Idealist



18.4%

Rational



2.6%

How They Lead

Artisans lead by offering encouragement frequently and acting swiftly with great confidence and charisma. Because they naturally project confidence, they can quickly get members of a team working together on a project or common goal.

They often raise and appreciate ideas easily and generate a great work environment for employees' good working conditions.

Artisans act swiftly in making and implementing decisions on the fly. They enjoy celebrating the here and now and seeing concrete progress.



Guardians are setting an example of reliability. They often exhibit dependability and team members rely on them. They are usually stable, and can be counted on enough to...

They influence others and think that others should be seen doing the same and having an commitment to a project, others will be inspired to do the same.

They are likely to follow the rules and regulations and expect others to do the same.



Idealists lead by presenting a clear vision of where the company is and the strategy to get there. They are often intriguing to others because they see far beyond the normal vision of the present situation. They communicate clearly and a clear, concise report of the need and needed...

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Rationals lead by presenting a clear vision of where the company is and the strategy to get there. They are often intriguing to others because they see far beyond the normal vision of the present situation. They communicate clearly and a clear, concise report of the need and needed...

They encourage others to create and create new projects to contribute to the project at hand.

They are usually persuasive but not forceful and tend to build many alliances and networks.



Team Temperament Preferences

Artisan



5.3%

Guardian



68.4%

Idealist



18.4%

Rational



11.5%

Motivated By

Having new challenges and problems to fix.

Being able to master skills and develop new talents.

Being able to make decisions autonomously, and use their instinct to determine what needs to be done and the best way to do it.

Having a 'finer' path to follow, plan with, and be tied to mission accomplishment.

Working together with people who care about the company and how it will make a difference in the world.

Having solutions that are innovative and that they are satisfied with.

Using diplomacy and to brainstorm.

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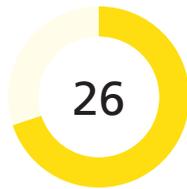
Team Temperament Preferences

Artisan



5.3%

Guardian



68.4%

Idealist



18.4%

Rational



7.7%

Rewards

Artisans enjoy rewards that compliment their innovative contribution to a project. Artisans tend to enjoy an immediate celebration for a job well done.

They enjoy flashy, fun and active celebrations that involve social media. In fact, it's often a good idea to have an Artisan involved in creating the celebration.

Guardians enjoy rewards that compliment their dedication and hard work. They enjoy recognition where they can be publicly acknowledged. They enjoy clear, direct feedback and recognition. They enjoy clear, direct feedback and recognition. They enjoy clear, direct feedback and recognition.

Rationals enjoy rewards that compliment their logical and ingenious contribution to a project. Though they enjoy a celebration, they are most motivated when they are recognized for the quality they brought to the project. They also enjoy rewards that let them express their passion for learning.



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Team Temperament Preferences

Artisan



5.3%

Guardian



68.4%

Idealist



18.4%

Rational



11.5%

They Rebel By

Breaking something so that it needs fixing.

Finding loopholes, ignoring the rules, or working around a rule that isn't efficient.

Creating new rules.

Excluding others from the system or the team or the process.

Disengaging from the team and becoming uncooperative or unenthusiastic.

Ignoring what others say.

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What They Contribute

Can-do attitude
Flexibility
Confidence
Ability to Implement

Practicality
Conservation
Structure
Follow through

More

New Methods
Vision
Systems
Future



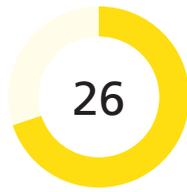
Team Temperament Preferences

Artisan



5.3%

Guardian



68.4%

Idealist



18.4%

Rational



11.5%

They Seek

Experiences
Freedom
Skills

Structure
Stability
Predictability

Knowledge
Efficiency
Competence

Are Proud When

Have an impact

Keep their word

Be comprehensive

Time Orientation

Look at present needs
to see what actions are
needed

Look to the past for
guidance

Time occurs in intervals,
using segments of time as
goals



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Team Type Results Overview

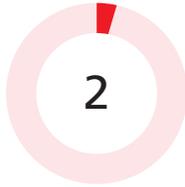
The following pages explain the differences between your individual team members. You can use this section to better understand the preferences of the people on your team and learn the things that motivate and inspire them, the things that annoy them, as well as what they do that may annoy others. Here are the overall results from your team in alphabetical order by last name:

	Name	Temperament	Description	Type
1	Asbury, Dina	Idealist	Counselor	
2	Baccus, Arnulfo	Guardian	Supervisor	ESTJ
3	Bartling, Robert		Inspiration	ISTJ
4	Beren, Jackson	Rational	Mastermind	INTJ
5	Birden, Olene	Artisan	Provider	ESFJ
6	Bloxham, Bea		Protector	ISFJ
7	Callen, Bernetta		Protector	ISFJ
8	Carbonaro, Graciela			INFP
9	Derosé, K			ESTJ
10	Eastwood, M			ESFJ
11	Fernald, Ger			ISTJ
12	Hart, Angelic			ESTJ
13	Henry, K			INFP
14	Lee, Kevie			ESFJ
15	Martinez, Robbyn		Counselor	INFJ
16	McCaw, Alphonso		Counselor	INFJ
17	Merriweather, Larisa	Guardian	Protector	ISFJ
18	Merry, Betsey	Artisan	Performer	ESFP
19	Silberman, Priscilla	Rational	Mastermind	INTJ
20	Teets, Leeson	Idealist	Healer	INFP



Team Type Results Overview

Artisan



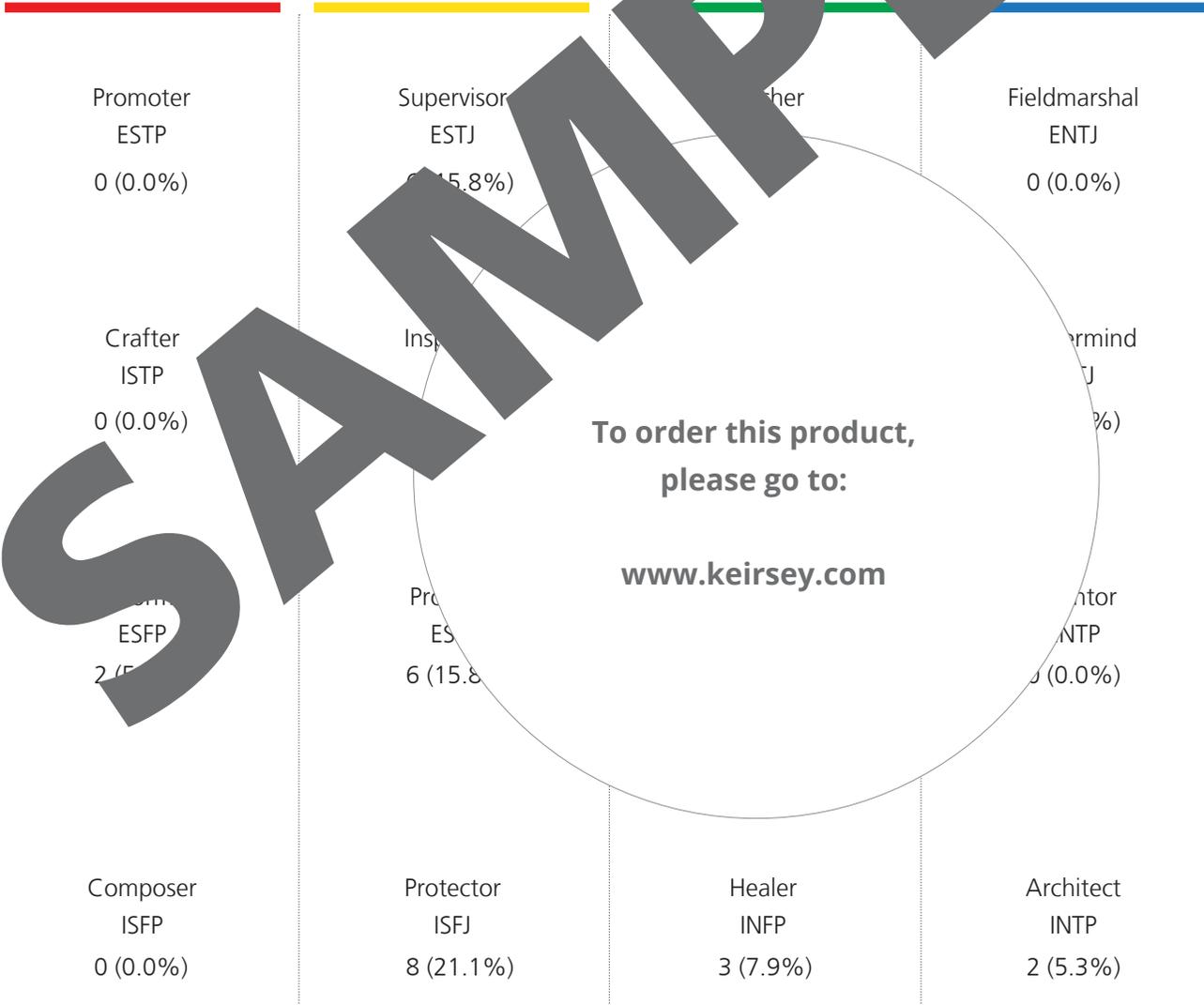
Guardian



Idealist



Rational



On Your Team

Artisan



Artisan Performer
ESFP

- Merry, Betsey
- Sampsel, Jannet

Overview of the Artisan Performer

Performers are usually outgoing and friendly and bring a lot of energy to the task. They like to be involved in solving problems and coming up with creative solutions and new opportunities. They enjoy helping others and are happy if they get attention and recognition for doing so. Performers are willing to take risks and appear looking for something that will make others happy. They are adventurous, always ready to explore new things and seek new experiences in life.

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Leadership

Will start projects by focusing on immediate needs.

- Will foster connections and communications between team members.
- Will show a lot of enthusiasm and create a fun work environment.
- Will inspire others with their own enthusiasm and charisma.

Project Management

and

ing project

etting, look all the

of the project.

- Look more deeply into issues before acting on the first solution that comes to mind.

On Your Team

Guardian



Guardian Protector ISFJ

- Baccus, Arnulfo
- Bartling, Robert
- Birden, Olene
- Bloxham, Bea
- Callen, Bernetta
- Derosé, Kristen
- Discher, Thomas
- Eastwood, Honey

Overview of the Guardian Protector

Protectors offer a high level of commitment and stability. They are likely to work quietly in the background assuring that all details and procedures are followed. They are willing to roll up their sleeves to help the team and follow through until a task is complete. They can be the hardest workers doing tasks nobody else wants to do. They create clear rules to assure that tasks are completed consistently, regardless of who is working on them. They like working in a democratic environment where everyone has a voice and they enjoy being a part of a team and will do whatever it takes to fulfill their responsibilities.

Leadership



Can create organization within details and norms for irregular activities.

- Can follow the rules and procedures consistently and define procedures to accomplish a task or goal.
- Will expect team members to follow the rules and work hard.
- Can plan in great detail and in proper order.

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...are need to control people and let them contribute their ideas and state their opinions.

- Be careful not to hold things in, which can often lead to bitterness and resentment.

On Your Team

Idealist



Idealist
Healer
INFP

- Asbury, Dina
- Carbonaro, Graciela
- Hofmann, Pamela

Overview of the Idealist Healer

Healers are concerned with keeping the world whole and people will make sacrifices for causes they believe in. They like to develop deep relationships with others and be a source of personal growth ideas and practices. Healers like to have someone to share their thoughts, feelings, ideas, or pending decisions, and like to give people a chance to do the same. They encourage curiosity and compassion, and often create a harmonious environment in which people can explore opportunities and express themselves. They are highly sensitive to others and do whatever they can to be a source of comfort.

Leadership



Will encourage people to follow their passions and seek opportunities for personal growth and development.

- Are non-judgmental, open, and patient.
- Will encourage the team to discuss goals and values.

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values
decisions.

deadlines, milestones, and
goals with other team members.



Idealist
Healer
INFP

- Asbury, Dina
- Carbonaro, Graciela
- Hofmann, Pamela

How They Annoy Others



- Can be easily hurt and withdraw from a situation.
- May see things only as white or black, good or evil.
- May attack others who do not hold their same values.
- May seem out of touch because they are not aware of the project.
- May be stubborn and not complete assigned tasks if they believe the tasks are meaningless.
- May not be skilled at following through on details.
- May not master the details of a situation but act as if they know the subject already.

Strengths



- They have a strong sense of justice.
- They are very idealistic and have high standards.
- They are very sensitive and can be easily hurt.
- They are very creative and have a strong imagination.
- They are very intuitive and can sense the needs of others.
- They are very compassionate and have a strong sense of empathy.
- They are very hardworking and have a strong sense of duty.
- They are very loyal and have a strong sense of commitment.
- They are very honest and have a strong sense of integrity.
- They are very principled and have a strong sense of ethics.
- They are very sensitive to the needs of others.
- They are very intuitive and can sense the needs of others.
- They are very compassionate and have a strong sense of empathy.
- They are very hardworking and have a strong sense of duty.
- They are very loyal and have a strong sense of commitment.
- They are very honest and have a strong sense of integrity.
- They are very principled and have a strong sense of ethics.

Weaknesses



- They may not complete tasks if they are waiting for someone else to do it.
- They may be very sensitive and easily hurt.
- They may be very idealistic and have high standards.
- They may be very intuitive and can sense the needs of others.
- They may be very compassionate and have a strong sense of empathy.
- They may be very hardworking and have a strong sense of duty.
- They may be very loyal and have a strong sense of commitment.
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Appendix

Team Temperament Map Overview

The Team Temperament Map was designed to make it easy for members of a team or group to see where they fit within the group. The map is divided into the four temperament quadrants. Those who score as **Artisans** are placed in the red quadrant; **Guardians** are in the yellow quadrant; **Idealists** are in the green quadrant; and **Rationals** are in the blue quadrant.

Each quadrant (temperament) has been sub-divided into four temperamental variants or sub-categories (there are four kinds of Artisans, four kinds of Guardians, four kinds of Idealists, and four kinds of Rationals). The results in the separate sections represent the sixteen personality types.

For a more extensive analysis of the sixteen types through the lens of the four dichotomous pairs (E/I, S/N, F/T, J/P), please refer to the supplemental appendix, "Decoding the Letters of Your Team." This appendix determines the Extroversion / Introversion; Sensing / Intuition; Thinking / Feeling; and Judging / Perceiving

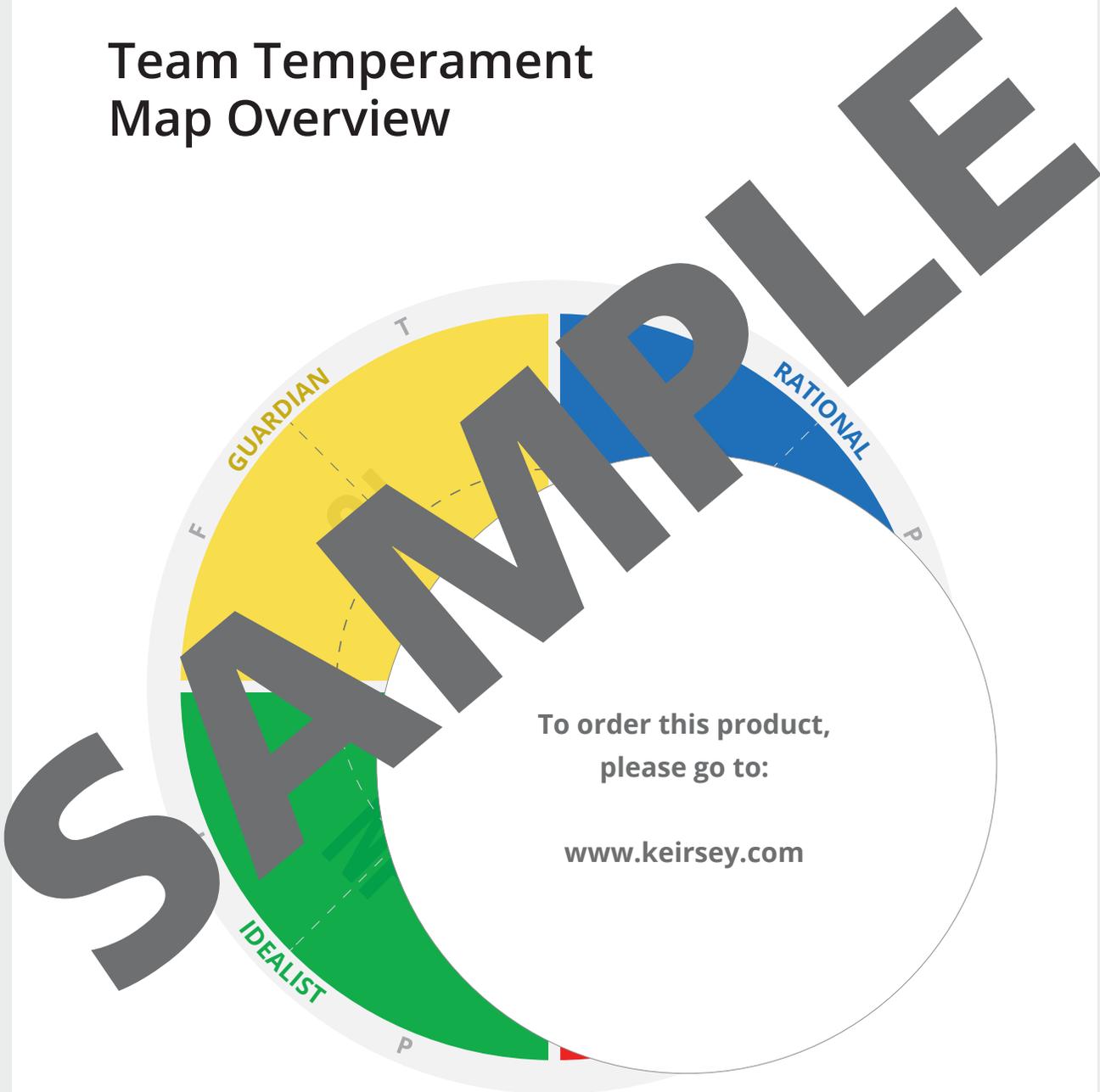
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Appendix

Team Temperament Map Overview



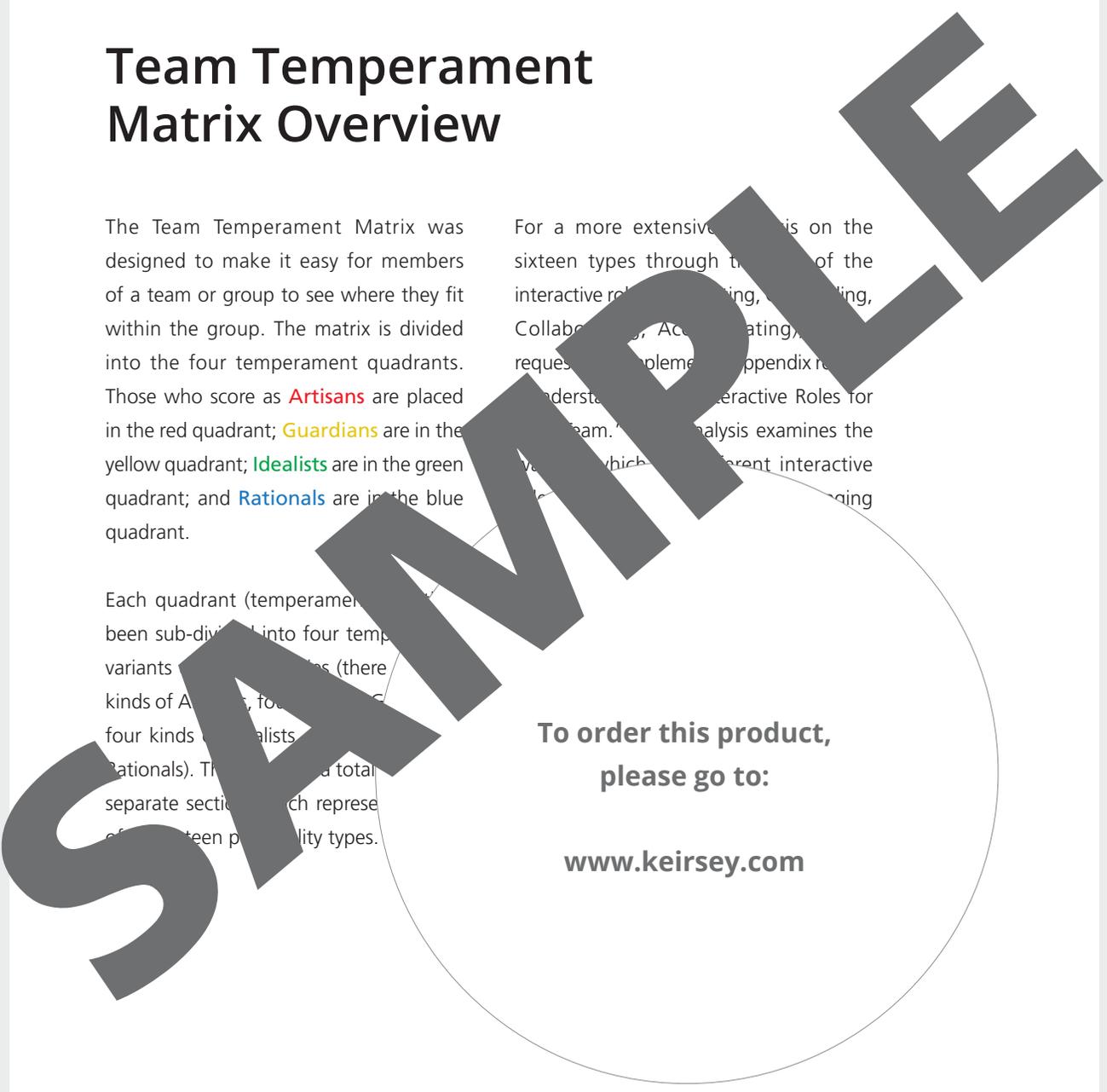
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Team Temperament Matrix Overview

The Team Temperament Matrix was designed to make it easy for members of a team or group to see where they fit within the group. The matrix is divided into the four temperament quadrants. Those who score as **Artisans** are placed in the red quadrant; **Guardians** are in the yellow quadrant; **Idealists** are in the green quadrant; and **Rationals** are in the blue quadrant.

Each quadrant (temperament) has been sub-divided into four temperamental variants (traits) (there are four kinds of Artisans, four kinds of Guardians, four kinds of Idealists, and four kinds of Rationals). There are a total of sixteen personality types. Each represents a different interactive role.

For a more extensive analysis on the sixteen types through the use of the interactive roles (listening, speaking, collaborating, accommodating, etc.) requests for more information are available in the appendix. This appendix provides a detailed understanding of the Interactive Roles for each team. This analysis examines the various ways in which different interactive roles can be used in a teaming environment.



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Appendix

Team Temperament Matrix Overview





16 Types Overview

ARTISAN



Promoter
ESTP

Overview of the Promoter

Promoters tend to be very persuasive and engaging. They are being where the action is and living in the "here and now," making things happen. They may appear to be empathetic, but are really very skilled in reading the subtle body language and non-verbal cues that people exhibit and in taking action on those cues. They can be great troubleshooters and negotiators, and will do whatever it takes to get the job done. Promoters love challenges, thrive in crisis, and are highly adaptable to any situation.



Crafter
ISTP

Overview of the Crafter

Crafters tend to be great workers and doers. They are quick to learn the methods and procedures and can take them to emergencies and crisis. They can also learn to use tools and equipment with great precision and expertise. They often use their own body as a tool, becoming an expert in their field. They are often "workaholics" with a strong sense of duty and responsibility. They are often the "go-to" person in their field.



Performer
ENFP

to the...
comi...
helpi...
doing...
if it's so...
always...
life.

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Composer
ISFP

Overview of the Composer

Composers enjoy helping others. They often work one on one, rather than with large groups. They like to create a supportive environment where others feel comfortable and satisfied. They enjoy being able to provide hands-on, practical, and gentle support in a crisis. They are naturally unobtrusive and like to see how situations unfold. They savor individual experiences and derive a lot of joy from common things. They are able to walk in the shoes of others and often take on roles that allow them to help others make decisions and solve problems.

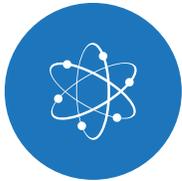


16 Types Overview

RATIONAL



Fieldmarshal
ENTJ



Mastermind
INTJ



Inventor



Architect
INTP

Overview of the **Fieldmarshal**

Fieldmarshals are considered to be the "leaders of leaders" because they can see the full scope of a large project or enterprise and quickly identify the resources and tasks needed for success. They think in hierarchical terms and are able to coordinate all of the steps needed to complete a project and in the exact order in which they need to happen. They can quickly create and delegate tasks to others and easily manage the entire project. They will usually have high-level authority in an organization because they are focused and efficient. They are intelligently playful, but will not tolerate a project being delayed.

Overview of the **Mastermind**

Masterminds are skilled at planning for any possible contingencies that can occur in large, complex projects. They are able to see what can go wrong when executing a large project. They are often consumed by a project and will work long hours to complete it successfully. They are not likely to socialize frequently and may prefer to work in the background and watch others lead. When they commit to a goal, they are usually very devoted. Because they dislike wasting resources or time, they are often very sensitive. Because they enjoy working, they often prefer to be on the front hand rather than the back hand.

Overview of the **Inventor**

Inventors are skilled at creating new ideas, gadgets, and systems. They are often very creative and have a strong sense of curiosity. They are often very focused and will work long hours to complete their projects. They are often very sensitive and may prefer to work in the background and watch others lead. When they commit to a goal, they are usually very devoted. Because they dislike wasting resources or time, they are often very sensitive. Because they enjoy working, they often prefer to be on the front hand rather than the back hand.

Overview of the **Architect**

Architects are the ones who are able to understand the structures and processes of an organization and put them with their own ideas and designs. They are often very precise and detail-oriented. They often prefer to work alone with their ideas and don't like to be bothered with rituals and traditions. They often need a good support team to implement their ideas because after the system has been conceptualized, designed, or created, they often want to move on and leave the details to others. Because they do not talk a lot, they often come across as shy and sometimes indifferent. They are very precise in language and often speak in short factual sentences. They can have a knack for remembering important distinctions, irrespective of time or place, which are often seen as unimportant by others. They pride themselves on their ingenuity and analytic skills.



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world by helping people
understand each other.

