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ENGR 408  
March 25, 2007

## **Keirsey Temperament Analysis**

The following research is based on the Keirsey Temperament Sorter, a personality quiz developed by David Keirsey that groups individuals into one of four temperaments. Keirsey's work is based largely on the Myers-Briggs Type Indicator, though the idea behind personality typing has evolved from over 2000 years of philosophical thinking, beginning with Hippocrates and his Four Humours.

Keirsey's research led him to break the population into four categories: Guardians, Artisans, Rationals, and Idealists. Each personality type has their strengths and weaknesses, and each has a unique way of interacting with their environment. From a leadership perspective, it is critical to understand these typologies so as to maximize the potential of the differing personalities that make up a team. The analyses herein examine my temperament, its associated behavioral patterns, a self-reflection on its accuracy, and its leadership implications. These analyses are followed by a temperament interaction matrix, and concluded with applied research of the temperaments onto an actual business model to which I currently belong.

### **What is my profile?**

After taking the online quiz, I discovered that I fall in the Guardian category. Guardians comprise the majority of the global population, ranging from 40% to 45%, and are regarded as the "cornerstone of society" due to their commitment to preserve traditions and institutions. They are considered to be supervisors, inspectors, providers, and protectors- the four variants as defined by the Myers-Briggs test. As a whole, Guardians show their greatest strength with logistics and thus express a desire to maintain order and accountability. Further, as the "Security-seeking Personality," these individuals look for acceptance among groups, and thus are good cooperators and supporters. Several other qualities inherent to this group include loyalty, practicality, and discipline. Lastly, Guardians are generally nostalgic for the past, as they express pessimism for the future and are unmoved by the present moment.

## **Behavioral Scenarios**

With an understanding of these personal characteristics, it is possible to analyze a Guardian's predictable behavior in certain situations. This analysis will present three case scenarios and the reaction that will likely be elicited from a Guardian in a work setting.

*Scenario 1: A coworker is having difficulty with a task that is critical to the project's success, but they are hesitant on confronting the boss as they don't want to seem incompetent.*

As equals on the team, the Guardian wants to ensure that their counterpart does not jeopardize success as a whole. However, rather than take over the task, the Guardian mentors their colleague through the process and enjoys the personal satisfaction from doing a good deed and providing supervision to a member of the team.

*Scenario 2: After several years with the company, the Guardian is given a major promotion that places him at the helm of a 5-person team. Two of these team members were former equals with the Guardian and express some dissent to the change.*

The Guardian is humbled by the promotion, but his loyalty to the company takes precedence and thus he can not accept poor work performance from any individual on his team. He is worried about the lack of respect for his newfound authority, but rather than confront these individuals directly he builds morale by implementing Friday barbeque lunches. Traditions such as these promote teamwork and improve on the atmosphere.

*Scenario 3: A snag in the project has occurred, and an opportunity presents itself to use a new but relatively unproven method of installation. The Guardian has the option to try the new technology, or keep with the old and get back on schedule in other ways.*

The Guardian way is to stick to the plan, to stay with proven methods and be cautious of change. Though the new technology may eventually become the norm, the Guardian opts to accelerate production by increasing crews and working overtime shifts, procedures that are tried and true.

## **Profile Reflection**

Based on the analysis and scenarios presented above, I feel that my Guardian grouping accurately describes my personality. As an engineer and future project manager in the construction industry, my skills definitely lie within logistics. I am ordered and meticulous with my work; I rely on procedural ways of doing things and enjoy maintaining traditions with family and friends.

About two years ago I took the Myers-Briggs test for fun and found out I am an ISTJ, which is considered the Inspector Guardian. While I identify with a lot of the ISTJ characteristics, I feel it is not representative of some of the traits I share with the other three temperaments. For instance, I feel I have qualities associated with Idealists in that I enjoy philosophical ways of thinking and abstract ideas, and I also have many artistic and musical talents and thus share Artisan traits. It is important to realize that the Temperament Sorter does not nail one down to a specific skill set or personality type; rather, it provides a summarized assessment of the dominant characteristics expressed by an individual.



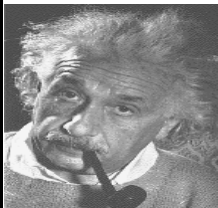

## **Leadership Analysis**

Guardians make ideal leaders, but this does not mean that every Guardian will succeed as one. From my perspective, I feel my personality type is an excellent blend of practical and idealist skills such that I am not as hesitant to change as some other Guardians. Leaders must be efficient supervisors and mediators, something that Guardians hold as a virtue. My background has shaped me into a responsible person, and I am certainly goal-oriented, two things that leaders must possess as they climb the corporate ladder.

I do have characteristics that are not entirely compatible with a leadership role. For one, I am demanding of others when team accountability is at stake. I also may be protective at times and require structure. Leaders need to be innovative when it comes to breaking norms, something that I don't normally try to do. Also, I feel I need to work on my communication skills; as an introvert, I don't always have the most confidence when speaking in large forums of mostly strangers. Having said all this, I now have the motivation to improve on these lesser developed skills so that I may excel in the future.

## Interaction Matrix

The following matrix presents the four Keirsey temperaments by listing their respective strengths and weaknesses, with weaknesses represented in the rows and strengths in the columns. Thus, the table predicts how positive aspects of one personality type can facilitate the negative aspects of another within a given context. For the purposes of this analysis, the context of this interaction matrix will be a work environment.

		GUARDIAN STRENGTHS	ARTISAN STRENGTHS	RATIONAL STRENGTHS	IDEALIST STRENGTHS
<b>~KEIRSEY INTERACTION MATRIX~</b>		1. Ordered 2. Supervising 3. Loyal 4. Practical	2. Motivating 2. Optimistic 3. Skillful 4. Tactical	1. Logical 2. Strategic 3. Visionary 4. Integrative	1. Perceptive 2. Ethical 3. Diplomatic 4. Future-oriented
<b>GUARDIAN WEAKNESSES</b>	1. Hesitant to change 2. Poor improvisation skills 3. Need membership 4. Stressed by abandonment		Provide them structure during changes; encourage trailblazing in leadership context; recognize their work	Include them in strategic planning sessions; integrate old procedures with new systems and technologies	Give responsibilities; provide structure; act as a mentor in new scenarios; promote ethics
<b>ARTISAN WEAKNESSES</b>	1. Impulsive 2. Require attention 3. Impatient 4. Stressed by constraint	Promote team loyalty; give leadership responsibilities; limit impulse decision-making		Integrate their intuitive ideas during strategic planning; promote logic when impatient	Analyze underlying truths behind impulsive actions; be a model exhibitor of patience
<b>RATIONAL WEAKNESSES</b>	1. Critical 2. Sarcastic 3. Non-compliant 4. Stressed by incompetence	Listen to their ideas; permit independence but maintain structure and involvement with team processes	Discourage pessimism towards change; utilize their critiquing skills; provide motivation in difficult situations		Promote team ethics when they are uncooperative; be diplomatic when they criticize others
<b>IDEALIST WEAKNESSES</b>	1. Unrealistic 2. Withdrawn 3. Self-absorbed 4. Stressed by insincerity	Promote creative solutions; keep grounded on the present tasks and goals, use team meetings when acting withdrawn	Promote team optimism when acting self-absorbed; encourage thought even when unrealistic	Use logic to navigate through abstract ideas; extract positives from unrealistic suggestions	

## **Enrichment Analysis**

Whereas the Interaction Matrix looks at relationships in the professional environment, I wanted to examine how individuals fall into their respective professions in the first place. Fortunately, I am presented with an ideal business model that incorporates multiple professions right here in my present environment. As a member of Phi Sigma Kappa Fraternity, I felt it would be interesting to examine the personality types of individuals who hold select positions within the house. Each brother of my fraternity plays, for the most part, a positive role here. More importantly, each has strengths that are best suited for a particular chair or duty to ensure that the house runs efficiently and provides a safe and enjoyable atmosphere throughout our time here.

When first conceiving this idea, I thought it would be possible to predict one's personality type based upon the role that they take in the house. Thus, for each temperament I attempted to assign a position in the house that I felt encompassed their core strengths and behavioral characteristics. This was generally an easy task, until I tried to identify a position catered to Idealists. At first I felt the position of Social Chair was best suited for Artisans, but certain qualities of the Idealist can be valuable as well. As a result, I have this position's predicted temperament as either Artisan or Idealist.

*President: Taylor*

*Predicted Temperament: Guardian*

The role of the President is self-explanatory- he is the central leader of the Fraternity and key figure in ensuring that the house maintains tradition, respects the community, and builds character. For this reason, I feel the President's role is best suited for the Guardian type, as the system of this historic Chapter depends upon the national institution of Phi Sigma Kappa and its proven ways of service.

Taylor tested out of the Temperament Sorter as a Guardian, as expected. His commitment to this house is noteworthy among recent Chapter Presidents, which comes from a respect for the national institution, the Penn State Greek community, and the Chapter systems. Further, Taylor expresses excellent managerial skills in supervising and supporting the committees and chairs that make this house work.

*Social Chair: Justin*

*Predicted Temperament: Artisan / Idealist*

The Social Chair is a three-person job as their duty is essential to the Fraternity's success in maintaining inter-Greek relations and ensuring that there is always something to do on the weekends. As I have predicted two possible temperaments for this position, I was unsure. Accordingly, Social Chairs are generally outgoing individuals who thrive in a large party scene and enjoy meeting new people. This "Sensation-seeking Personality" also possesses promotion skills, something certainly necessary of a Social Chair to ensure that even the most spontaneous ideas are welcomed by a group.

Justin's personality type falls in the Guardian category, against both of my predicted temperaments. This does not necessarily imply he is a bad Social Chair; rather it proves that no single temperament is ideal for a specific role in the Fraternity. Further, Justin noted that the description of Social Chair above aligns with some of his qualities that may not have been included in the Guardian category, most notably his outgoingness and adaptability. Again, while the Temperament Sorter may give you a general description of yourself, it does not limit you from expressing traits associated with the other three personality types. It is equally important to note again that this is a three-person committee; a mix of personality types is desirable so that all loose ends are covered and parties turnout to be safe and enjoyable.

*House Manager: Alex*

*Predicted Temperament: Artisan*

House Manager's are responsible for the maintenance of the entire building, with an emphasis on maintaining fire code compliance to ensure that it is a safe and clean place to live. House Managers typically have excellent craftsman skills, as they are in charge of fixing everything from broken windows to busted door locks. When he can't fix the problem himself, such as when there are plumbing issues, he is responsible for calling and supervising professionals through the issue. For this reasons, it is evident that the job of House Manager is best suited for the Artisan temperament.

Alex fits this description perfectly, as was confirmed by the Temperament Sorter. Though I knew he would test out as an Artisan beforehand, he enjoyed seeing the results

as the description fit him “to a tee.” Alex has been an active member of the Boy Scouts of America for about 15 years, immersing himself in an Artisan community for the majority of his life. His handyman skills come in great use for this house which, over the years, has become significantly dilapidated. It is no surprise that Alex has been the House Manager for three consecutive semesters.

*Treasurer: Travis*

*Predicted Temperament: Rational*

The Treasurer’s duties center on maintaining the Chapter’s budget and allocating funds to its constituent parts where available. This role I feel aligns best with the Rationals in that it is a marshalling job, where a strong will is critical to appropriate money in the right places, especially when the budget is tight. Despite this fact, I am tentative in this prediction as Travis does not really seem to be a full-on Rational.

Travis’ temperament ended up being Artisan. This was a little surprising to me in that I thought he was going to end up as a Guardian. However, when you consider some of the professional skills inherent to this temperament, it is understandable how an Artisan is able to succeed in such a duty. Aside from their hands-on skills, it is noted that these individuals are masters in the art of the business deal, something that a Treasurer can use when handling the money of an entire house. Travis’ abilities and commanding style works well in this role, as some consider the Treasurer to be the second most important position in the Fraternity.

## **Conclusion**

This research has been very beneficial for me, especially as I approach graduation and the professional world. With this knowledge I will be more observant in my first months at work to try to decipher my coworkers’ temperaments and how I can relate to them using the developed matrix. Further, the enrichment exercise was interesting in that I learned something new about my friends and the Fraternity. I look forward to sharing the knowledge I have gained here with those I meet and lead so that they may too better grasp the perspective of the various personality types in this world.