



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



Jane Sample
Enterprising Leader

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How is the Keirse Leadership Report Different?

The Keirse Leadership Report is about the kind of leader you are. This report starts with a different set of assumptions than what is often written about regarding leadership. We believe that it will be different from anything else you have ever read on leadership before. If you look at what most leadership experts say, you will find that most leadership books focus on the “essential qualities” that all leaders must have. And many authors will go so far as to even prescribe the same steps that all must take to develop these essential qualities. The research methodology undertaken by many of the authors was to interview/study many leaders, and then come up with an exhaustive list of the admirable qualities that they all have in common and call those characteristics “leadership essentials.”

While we do believe that this methodology reveals useful information, we believe that in many cases, the findings can be misleading. It comes to application for leadership selection. It perpetuates a concept we like to call the “essential qualities” of leaders who exhibit the “essential qualities” of leadership literature? Of course there are, but it is a very narrow view of leadership. What has been written about leadership is a specific type of leader.

In contrast, our belief is that there are other different qualities, many of which would not be included in the “essential qualities” list. The conclusion that many arrive at in the leadership literature is that a leader, too, if you can develop them, can be anything. Too many in reading these kinds of literature, feeling as though they never can be. Truth be told, in most cases the conclusion you walk away with is probably correct.

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How Did the Keirsey Leadership Report Come About?



The Keirsey Leadership Report emerged from our knowledge, has not been done on more than five thousand people of various life stages, races, genders, political affiliations and studied them through the framework of the list down to 160 leaders representing various fields. We carefully selected 10 high-achieving leaders (5 male leaders and 5 female leaders) from each of them.

In conducting our research, we analyzed by reading everything we could about each leader: autobiographies, biographies, articles, and we gathered information pertaining to their lives through documentaries, interviews, presentations, and (iii) **talking** to them directly. We gathered information (informal and formal interviews with family members, affiliated persons, archived information from internet, and our own visits to the institutions/memorials built for/by these leaders.

Our research in temperament type spans more than seven decades, and for each of these 160 leaders, they have been the subject of analysis for a period of 10 to 30 years. Our findings have turned into the creation of methodologies for leadership development which have been utilized by thousands of leaders worldwide.

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An Overview on Temperament

ARTISAN



"Find something to learn"
STIMULATION

GUARDIAN



"Where leadership is taught"
INSTRUCTION

INVESTIGATOR



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RATIONAL



"Read all that you can about
leadership"
ANALYSIS

SAMPLE

What Will I Learn From the Keirse Leadership Report?



We posit that there are fundamentally different kinds of leaders. There are fundamentally different ways of leadership. This makes the “Superman” advice from leadership experts not particularly helpful. There are many kinds of behavior that are useful in leadership; however, the individual’s context matters, and not all principles of leadership are appropriate for each kind of leader. If you want to understand leadership development, then you must study leadership development. You must go on a journey to figure out what they did to develop their leadership. How mature. What activities did they engage in? What challenges did they overcome? What factors lead to their effectiveness? What did they make? This is what we do in the Leadership Report.

What we find is that leadership comes in all different shapes and sizes. Some start early, some others much longer. The development path is different for different leaders. So the question which most leadership authors pose, “Can you become a leader?” is not the relevant question to ask. These authors purporting that you can become a leader if you work hard enough to develop the “essential qualities” is very simplistic. Instead, the questions we ought to be asking are, “What kind of leader are you? What kind of leader can you be? How do you become that kind of leader?”

In this report, you will find four main sections beyond this introductory section. The first section, “The Profile of the Enterprising Leader” provides the key characteristics of the Enterprising Leader. This portrait encompasses the Observations we have made on the way a Enterprising

Leader behave. The second section, “Leadership Learning from Enterprising Leaders” outlines the five leadership behaviors of Enterprising Leaders. When we examine the lives of the Enterprising Leaders we studied in our study, we found that all of them lead in a certain manner. The third section, “The Development Path of Enterprising Leaders” provides the best advice on how to approach your leadership development. The fourth section, “The Development Path of Enterprising Leaders” provides the best advice on how to approach your leadership development.

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An Overview on Temperament

Within the Keirsey Temperament Model, there are four temperament types; the Artisan, the Guardian, the Idealist, and the Rational. These four temperaments can be further divided into sixteen types of people, or personality types; 4 types of Artisans, 4 types of Guardians, 4 types of Idealists, and 4 types of Rationals. Understanding these temperament and personality types, as well as measuring your own, can be the key to achieving your goals in leadership.

Your Keirsey Assessment results indicate that your temperament is the Artisan, and your specific personality type is the Artisan Promoter (ESTP). In studying leaders who are the same personality type as you, we found many prevalent themes which emerged repeatedly. The central theme for the Artisan Promoter was their focus on enterprising. Therefore, we call them the Artisan Promoters, the Enterprising Leaders.

Personality Type Core Theme Leadership Type

Artisan Promoter (ESTP)

Enterprising Leader

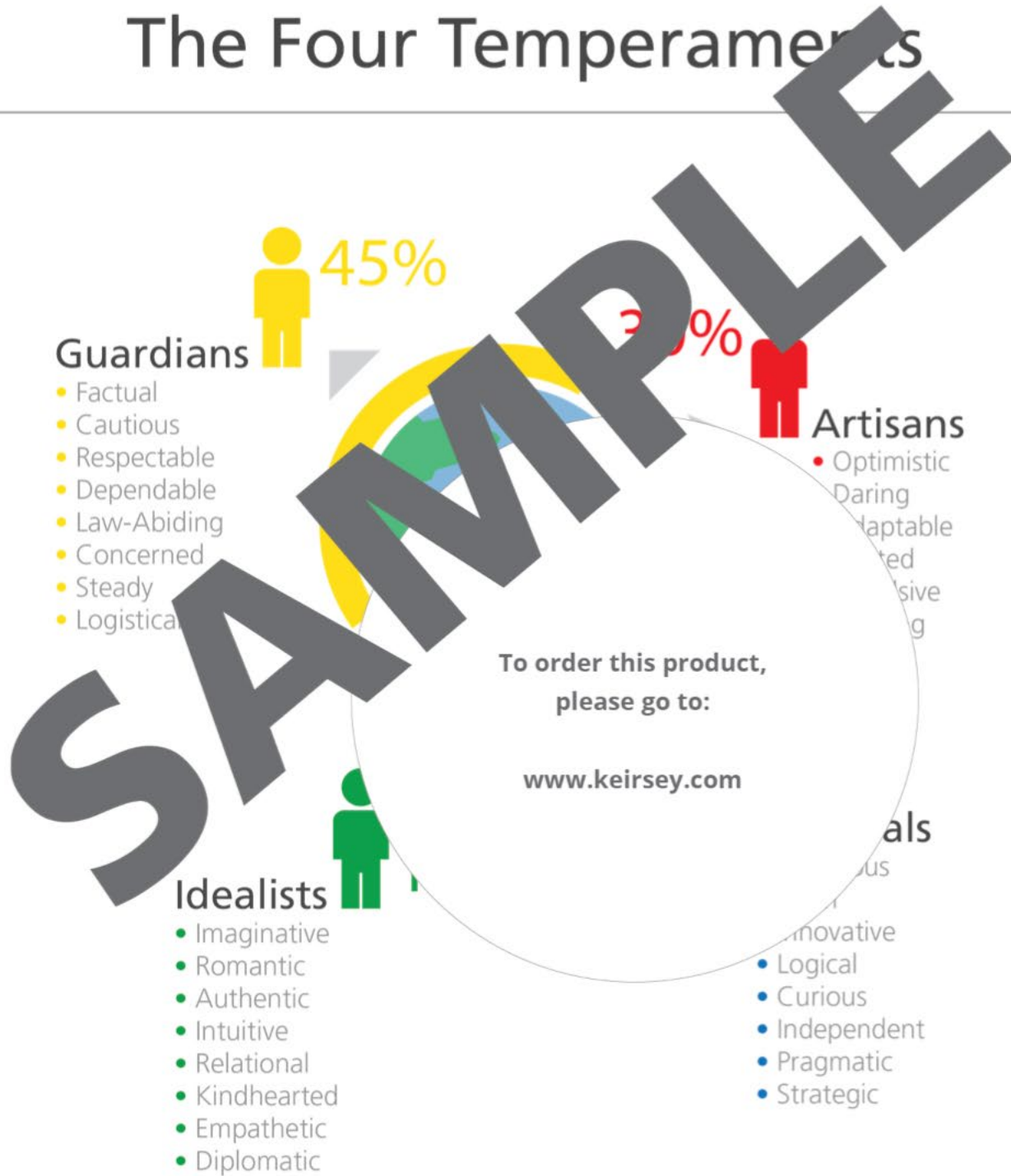
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As you embark on your path to becoming a leader, it is important to understand where you fit in the big picture of how leaders learn. There are some general principles to follow and very specific steps to follow. The central theme for those seeking to develop in their leadership is to: (i) find a mentor; (ii) leadership is taught; (iii) surround yourself with other leaders; and (iv) read and learn from others.

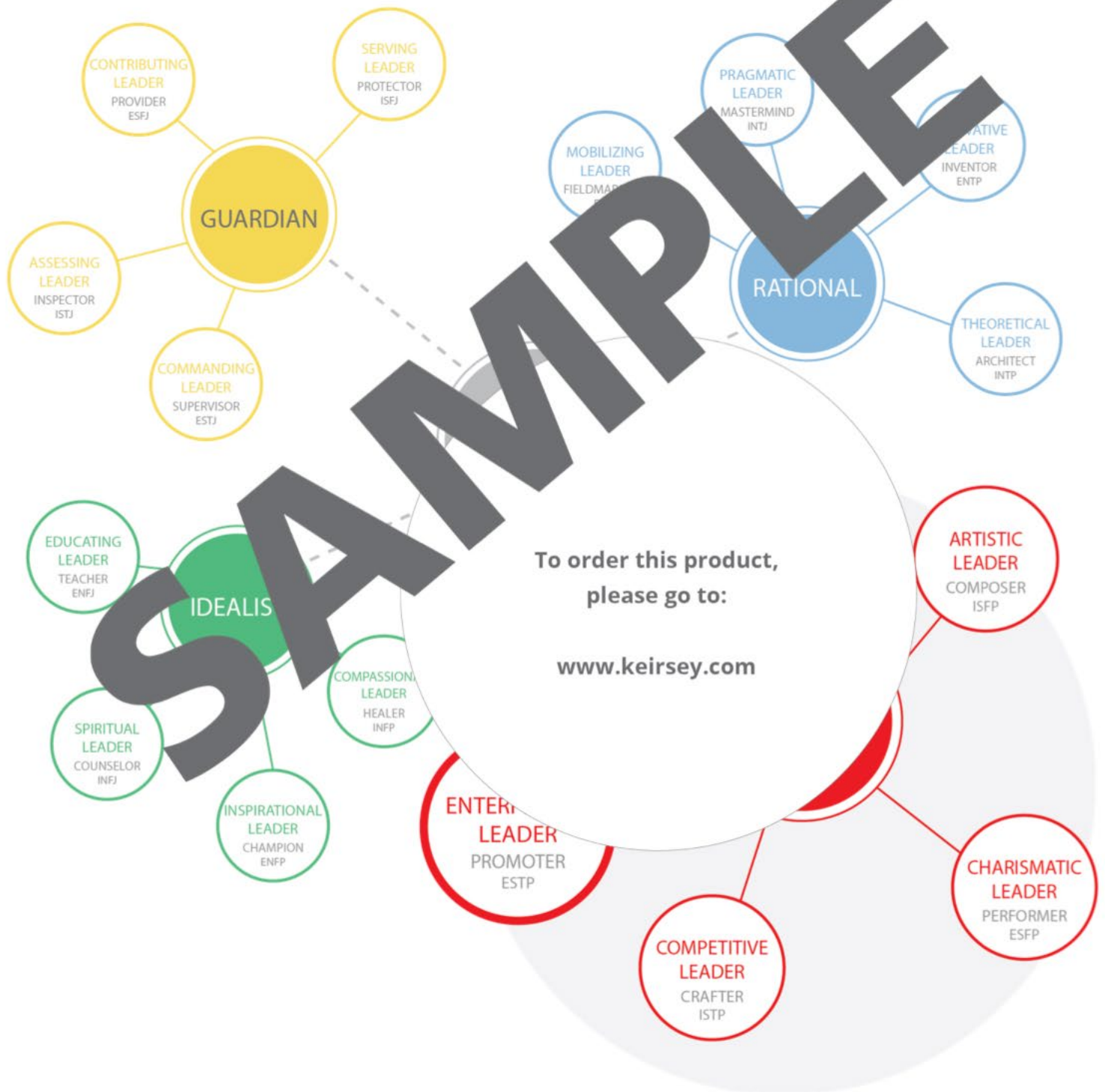
These four ways align up respectively with the four temperaments and the way they learn best. Artisans learn best by stimulation. Guardians learn best by instruction. Idealists learn best by mentoring. Rationals learn best by analysis. We suggest that you do not only learn one way through one path, but that you learn through all four paths. But, depending on your temperament, some paths may feel more natural and come easier to you than others.

An Overview on Temperament

The Four Temperaments



An Overview on Temperament



An Overview on Temperament

ARTISAN



"Find something to learn"
STIMULATION

GUARDIAN



"Where leadership is taught"
INSTRUCTION

INVESTIGATOR



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RATIONAL



"Read all that you can about
leadership"
ANALYSIS

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The Profile of the Enterprising Leader

The Key Characteristics of Enterprising Leaders



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“Great leadership starts with knowing **who you are**. Irrespective of your experience, skills, or background, if you don’t know **who you are** as a leader, it is unlikely that you will make any lasting impact. In this section, you will learn about the leadership themes which are prevalent for **Enterprising Leaders**. As a leader, it is your job to be the best you, you can be, and that begins with **understanding you**.”



Magnetic Enterprising Leaders have a knack for knowing where the action is. They always seem to have tickets to the hottest shows or the big games (or can get them when others cannot), and they usually know the best restaurants, where the headwaiters are likely to call them by name. To be sure, these leaders have an appreciation and palate for the finer things of life, the best food, the best wine, expensive cars, and fashionable clothes. They have a natural instinct for reading people and are smooth in social circles, knowing many people by name and knowing how to say just the right thing to almost everyone they meet. None are overly sophisticated as they, none as suave and polished, and none such master manipulators of the people around them. Charming, confident, and popular, they are tough, outgoing, and carry on amusing repartee with friends and colleagues, surrounded by laughter as they recount from their endless supply of quips, anecdotes, and jokes. Enterprising Leaders arrange lavish parties to celebrate significant milestones with novel forms of entertainment and pleasure. Life and leisure for these leaders is never dull. Witty, clever, and fun, they live with a theatrical flourish, so that even the most routine events seem exciting—not that they waste much time on routine events. Enterprising Leaders exude charisma because of their confident style and their generosity. Their style makes them irresistibly captivating, making them the most powerful statements.

Present Enterprising Leaders are always on the edge, which allows them to ever so gracefully balance the tightrope. These leaders poetically walk the line along with whatever they please. They are always in the moment. Their “in the moment” spontaneity keeps them on the cutting edge. For this reason, they are always interested in hearing what you have to say. They are looking for the quick, instantaneous gratification rather than promising potential for the future. They are people that they might seem to possess an unshakable confidence, but this is not the case. Rather, they are uncanny at reading the subtle cues of their body language hypersensitive to the tiniest nonverbal cues and the other's attitudes. These leaders instinctively keep their eyes on the audience to lookout for signs of assent or dissent, and with nerves of steel, they will use this information to achieve the ends they have in mind—to influence their customer. Winning people over with this kind of brinkmanship might seem exhausting to others, but Enterprising Leaders are exhilarated by working close to the edge. Their primal instinct is to be in tune with the situational dynamics of every moment.

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Leadership Lessons from Enterprising Leaders

When we examined 10 Enterprising Leaders, we found five distinctive areas of focus which rang true for each of them. We can say that these are the key lessons you could learn from them about leadership. And if you give some attention to these areas, you are likely to find that it is natural for you to be the way and to do these things rather successfully. What was intriguing about our study was that irrespective of differences in industry, era, life stage, race, gender, political affiliation, or religious background, we found that all Enterprising Leaders focused on these areas:

1 Enterprising Leaders are the natural negotiators and deal makers.

2 Enterprising Leaders are shrewd in promoting themselves, their people, and their enterprises.

3 Enterprising Leaders are eager to follow, become eager to make and find ways to work.

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Leaders have allows up after

5 Enterprising Leaders have a sense of style that is marked by excellence.

10 Enterprising Leaders

Madonna Ciccone
Anna Wintour
Helen Gurley Brown
Eva Peron
Billie Jean King

Donald Trump
Muhammad Ali
Hugh Hefner
George S. Patton
Winston Churchill

The Development Path for Enterprising Leaders

How Enterprising Leaders Grow

The Enterprising Leader leads by promoting their agenda to the world as the latest and greatest. They grow in their leadership by scanning for opportunities and capitalizing on them. Here are the steps they take in their leadership and their growth:

1	2	3	4	5	6
Begin by thinking big... And then think even bigger!	Build your foundation by finding your specialization.	Dive into any opportunities you can find to learn by "doing."	Promote specialization to other leaders.	Persist in your goals.	Multiply your enterprise for prime time.

1 Enterprising Leaders

Begin by thinking big... And then think even bigger!

The Enterprising Leader finds fuel in being audacious. What this means is that they have to feel daring. To the extent that they have to defy the odds, the stronger they are. The mission that others would consider unattainable, the obstacle that appears to be insurmountable, these leaders will pursue. It is a "big end" when the stakes are too high, the Enterprising loses interest very quickly. For these leaders, it is imperative to start big. This brings out the best in them. For the Enterprising Leader, "Size matters!"

While others may feel intimidated, overwhelmed, or feel like shrinking back when faced with enormity, these leaders need huge challenges to stay in the game. They desire to play when the stakes are high, and they like to be around other high rollers who have big cojones. This is just the way they like to roll. Enterprising Leaders are larger than life, they say, to either, "Go big or go home!" Puny visions are for the weak and the timid. These leaders are not sentimental dreamers. Their dreams are potent and full of substance. Enterprising Leaders are not idealistic, their dreams are gutsy, and when they commit, they give their

...all to match their audacious dreams with bold and

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...and even sensational.

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...these leaders can

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...can be harnessed to

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Enterprising Leaders are not idealistic, their dreams are gutsy, and when they commit, they give their all to match their audacious dreams with bold and deliberate action."

2

Development Path for **Enterprising Leaders**

Build your foundation by finding your specialization

Specialization is imperative for an Enterprising Leader because their greatest strength and weakness is their versatility. When these leaders don't find an area of focus, they can become a "jack of all trades, and masters of none." The key to specialization for these leaders stems from having a passion for their chosen path. They must go after a vision which produces passion in them for this is what keeps them alive. Without passion, any pursuit becomes short lived. When an Enterprising Leader has an insatiable hunger for something, they are far more likely to achieve extraordinary results.

Once an Enterprising Leader commits to a certain course of action, they are extremely capable of achieving their endless amount of energy. They have the power to unleash massive amounts of horsepower into their chosen initiative. When committed, they can increase their output by 150% to 200%. They are not simply hitting a target, they are setting records and blowing through expectations. These leaders spread themselves too wide, their energy is dispersed and their potential is not fully realized. When their energy is channeled into a clear

objective, there is power in their specialization. When Enterprising Leaders are focused, they are fierce and dangerous. When they are aimless, they can talk a good game, but their words are vapor.

Enterprising Leaders are the types of leaders who can sell anything. It's not so much that selling, that it wouldn't be an exaggeration to say that they can, "sell anything in the Bahamas." These leaders know 'how' to sell—their 'what' to sell is unquestionable. Building a specialized foundation is about deciding 'what' to sell

rather than trying to sell what they're selling. It is about knowing what you want to be better than most in a specific area. Their adaptability allows them to do anything. However, to be the best of the best—our suggestion for these leaders is that they should decide on a specialization. They should decide on a platform that they can excel in and a solid specialization in a wide range of

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“It is not difficult for an Enterprising Leader to be better than most others in any area. Their adaptability allows them to do almost anything. However, to be the best of the best—to be world class—our suggestion for these leaders is that they should decide on a specialization.”

How Can I Go Even Deeper to Develop as a Leader?

If you really want to understand leadership, a great place to start is to get your hands on some “leadership” books. From there, we suggest that you read books on “leaders,” watch “leaders,” and talk to “leaders.” It is helpful to try and understand leadership theories, concepts, models, laws, ideas, or essences, but it is more advantageous to seek to understand the life journeys that real leaders have taken; and most importantly, to learn from those journeys. Particularly, we recommend that you learn from the journeys of leaders who are similar persons as you.

If you want to understand leadership, we think that you must study leadership by observing them closely. The 10 leaders listed below are all different Enterprising Leaders. We encourage you to go deeper in understanding yourself by studying these leaders. Do what we do: we conducted research. Read, Watch, and Talk. By studying them, it will be like stepping into someone else’s shoes and those shoes will feel like they fit your feet fairly well. It will be very much like you are studying yourself.

Madonna Ciccone

Trump

Anna Tour

John Gurley

va Peron

Billie Jean King

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on

n Churchill

A Collection of Enterprising Leaders

“If at first you don't succeed, you're obviously not me.”

- **Madonna Ciccone**
(born 1958)

“If you're going to be thinking, you may as well think big.”

- **Donald Trump**
(born 1946)

“He who is not courageous enough to take risks will accomplish nothing in life.”

- **Muhammad Ali**
(1942-2016)

“You name it, we're out there, and the late and the cutting edge.”

- **Helmut Bern**
(1926-2012)

“A good plan violently executed now is better than a perfect plan executed next week.”

- **George S. Patton**
(1885-1945)

“People respond to people who are sure of what they want.”

- **Anna Wintour**
(born 1949)

“I like entrepreneurial people; I like people who take risks.”

- **Billie Jean King**
(born 1943)

“If you throw all the balls, then it will get bigger, more vigorous. But that won't promise you that.”

- **Hugh Hefner**
(born 1926)

“You have the right to ask! You must desire.”

- **Eva Peron**
(1919-1952)

“A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.”

- **Winston Churchill**
(1874-1965)

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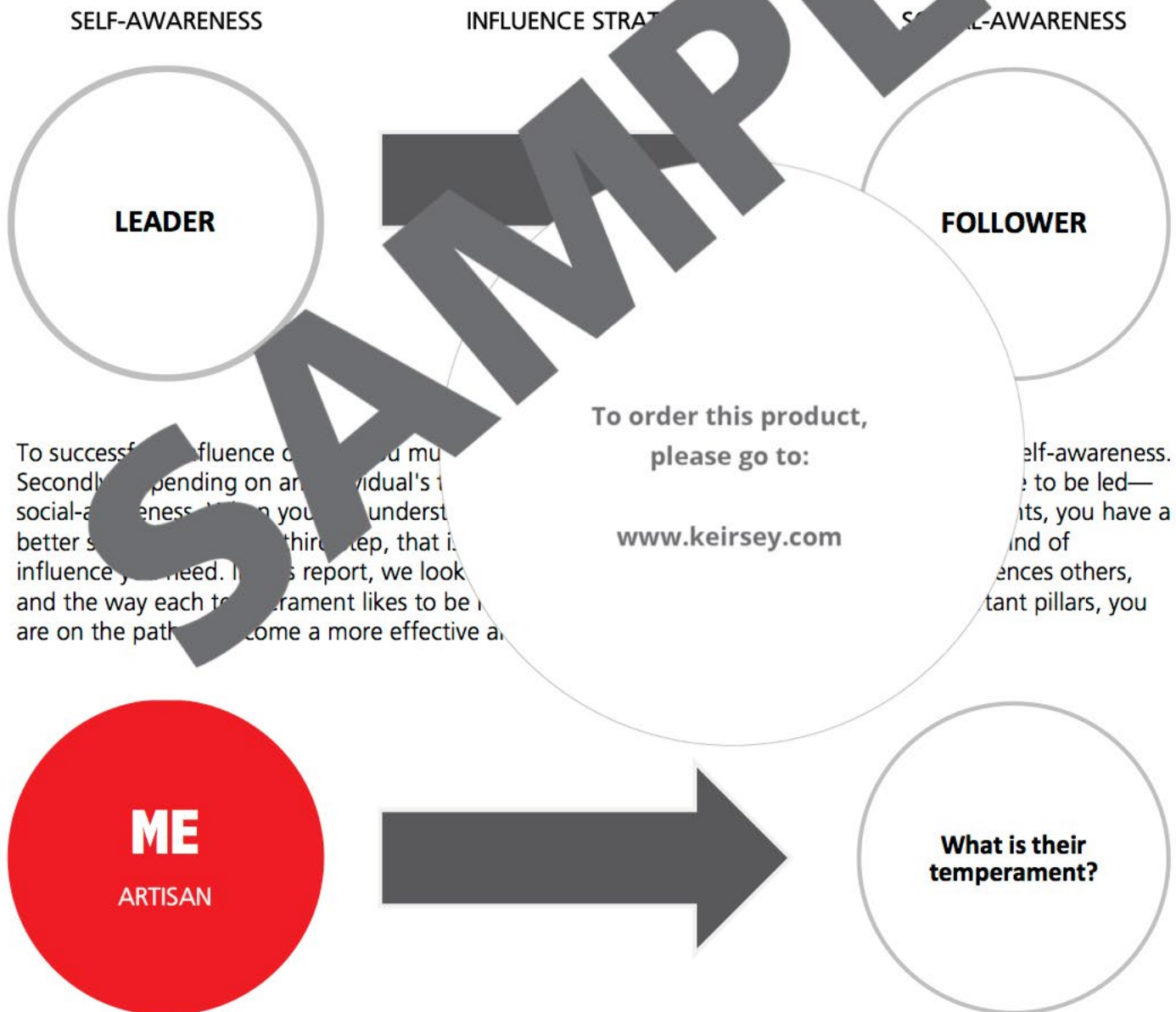
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How to Influence Others

In leadership, we are always seeking to influence others. A sales executive seeks to influence a customer, a CEO seeks to influence a company, a coach seeks to influence players, a parent seeks to influence their child, a boss seeks to influence direct reports, a professor seeks to influence students—and the scenarios can go on and on. When it comes to influencing others, there are those who are successful and those who are not. The question is, “How do you effectively influence others?” There are many ways suggested on how to lead successfully. Our perspective is simple. In any leadership situation, there is a leader and there is a follower. Irrespective of your leadership role, your temperament has a natural way of influencing others and a natural way of responding to influence. When there is a match between a leader’s approach and the way a follower responds, there is impact.



How Artisans Influence Others

Guardian

As leaders, Guardians are always prepared to be of service. They influence others by making sure that all the logistical steps are prepared for precise execution. They are able to follow-through diligently because they are highly methodical and details never go unnoticed. They serve people with thorough explanations, sticking to the protocol, and by going with the tried and true. Guardians see leadership as a responsibility, where governing with fairness is characterized by honor and respect. Leading is a straightforward experience, it is the ability to take followers through a step-by-step process. Guardians like to be reliable in all of their deeds. They supply facts and figures to create a convincing proposition for their followers. Guardians facilitate a formal, orderly experience as they invite others to be

Idealist

As leaders, Idealists are always seeking to establish an authentic connection. They influence others by diplomatically negotiating to build a meaningful relationship. They are able to connect genuinely because they are authentic and sincerely care about others feelings. They move people by expressing sincere belief in their vision and Idealists see leadership as possibilities, where leading is a process utilized to create meaningful experiences. Leading is very personal, and it is not about sizing up talent; it is the ability to create an emotional bond to begin deeper conversations. Idealists like to be unique in all of their actions. They use their personal warmth, and ability to engage their followers in a soulful exchange, where they are to their

As leaders, Artisans are always seeking opportunities to seize. They influence others tactically by **recovering** moments in the relationship. They are able to make adjustments because they are observant. They have an extremely high verbal acuity. They **entice** people by taking their best guess of approach. Artisans see leadership as an **art**, where **playful gamesmanship** is utilized to create the experience. Leading is not necessarily personal, it is about taking on **challenges**, sizing up opportunities, and **hitting targets** to make an **impact**. Artisans like to be **creative** in all of their pursuits. They use their **charisma**, charm, and humor to **engage** their followers. Artisans facilitate a smooth, **pleasurable** experience for those they seek to **persuade**.

Artisan

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As leaders, Rationals are always seeking to influence others by bringing ideas into reality. They are able to make the best decisions because they take the best people by the reins. Rationals see leadership as a process, where people are brought into a strategy which makes sense. They are able to be innovative in all of their initiatives. They use logic, reason, and compelling arguments to involve their followers. Rationals facilitate a sophisticated experience, where they seek to add relevant value to their prospective beneficiaries.

Rational