

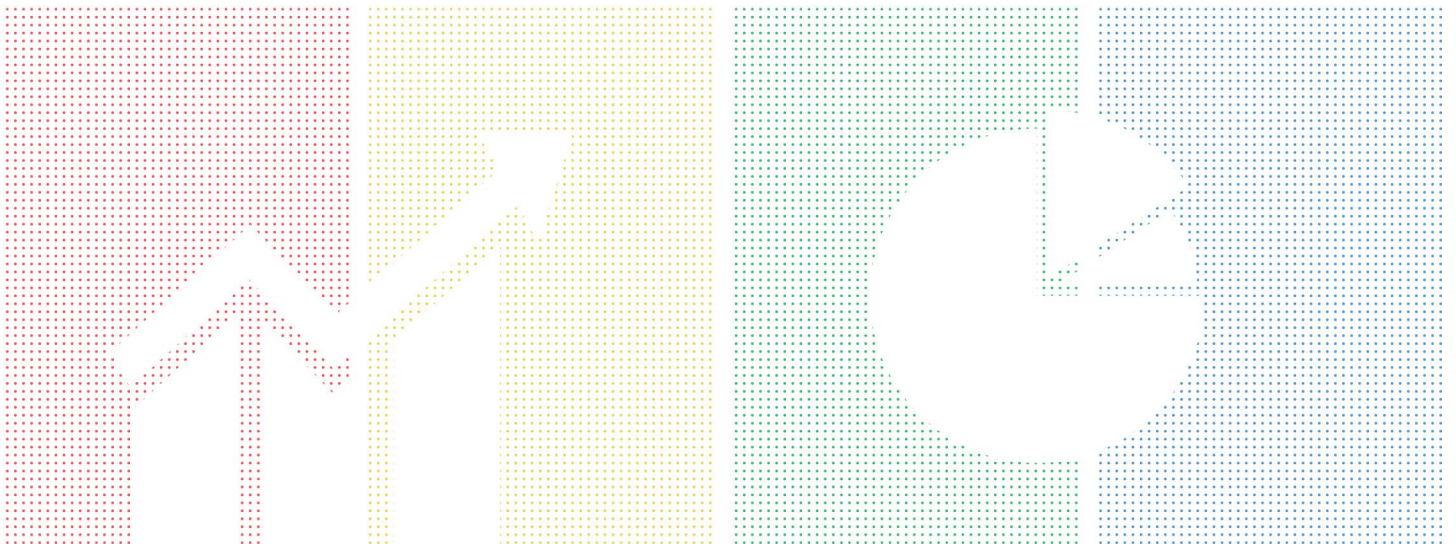


THIS DOCUMENT IS AN ABRIDGED SAMPLE VERSION  
OF THE TEMPERAMENT IN THE WORKPLACE REPORT.  
THIS SAMPLE IS MEANT TO HELP YOU GET AN IDEA  
OF THE DESIGN AESTHETIC AND AN OVERVIEW OF  
THE KIND OF CONTENT INCLUDED.

# JANE SAMPLE

Artisan Promoter ESTP

TEMPERAMENT IN THE WORKPLACE



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Artisan Promoters



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# Artisan Promoter

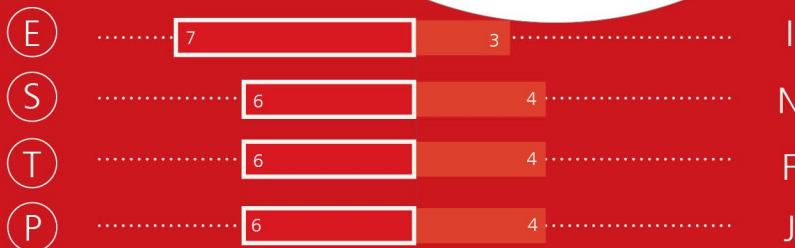
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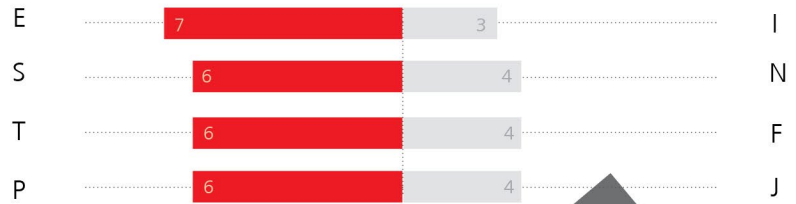


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Jan





Jane Sample  
 Artisan Promoter ESTP  
 JNR322X2

Your particular personality type, the **Artisan Promoter (ESTP)**, makes up to 7-8% of the total population. This is a lucky thing for the rest of us because you create much of the beauty, grace, fun, and excitement in life.

**ABOUT YOUR PERSONALITY**

There are four types of **Artisan**: **Promoter**, **Crafter**, **Performer**, and **Composer**. Perhaps the presentation, these four personality characteristics.

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Promoter  
ESTP



Crafter  
ISTP



Composer  
ISFP

# OBJECTIVE

In a world filled with unique individuals, when it comes to personality there are only four different temperaments and sixteen types of people. Understanding these personality types and mastering your own can be the keys to achieving your goals.

This report is designed to help you understand how the needs and preferences of your temperament shape who you are and how you behave. Based on more than 50 years of research by Dr. David W. Keirsey, the Keirsey Temperament Sorter-II has been completed by millions of people worldwide.

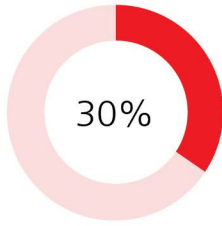
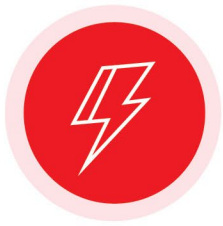
Artisan	Guardian	Idealist	Rational
 Promoter ESTP	 Fieldmarshal ENTJ	 Fieldmarshal ENTJ	 Fieldmarshal ENTJ
 After ESTP	 Provider ESFJ	 Inventor ENTP	 Inventor ENTP
 Performer ESFP	 Protector ISFJ	 Healer INFP	 Architect INTP
 Composer ISFP	 Protector ISFJ	 Healer INFP	 Architect INTP

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# AN OVERVIEW OF THE ARTISAN



# Artisans

are fun loving, optimistic people focused on the here and now. Artisans are typically bold, spontaneous individuals who trust their impulses to lead them forward into life's adventures. Members of this group don't just want to walk through the world. They want to make a splash. As a result, Artisans are typically pretty memorable people. Excitable and unconventional, Artisans seek out the stimulation of new experiences more than others do. They want to try new things, and they enjoy a wide variety of activities that life has to offer. Their playful and curious natures can make Artisans playful mates and creative parents. Typically, their combination of realism and risk-taking, along with their troubleshooting leadership skills, allows them to live for the moment and to lead others to do the same.

SAMPLE

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All  
following

**1**

Artisans tend to be fun-loving, optimistic, realistic, and focused on the here and now.

**2**

Artisans pride themselves on being unconventional, bold, and spontaneous.

**3**

Artisans make playful mates, creative parents, and troubleshooting leaders.

**4**

Artisans are excitable, trust their impulses, want to make a splash, seek stimulation, prize freedom, and dream of mastering action skills.

### The Four Temperaments



**Artisan**

- Optimistic
- Daring
- Adaptable
- Excited
- Impulsive
- Enticing
- Playful
- Tactical



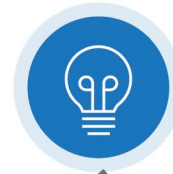
**Guardian**

- Factual
- Cautious
- Respectable
- Dependable
- Law-Abiding
- Concerned
- Steady
- Logistical



**Idealist**

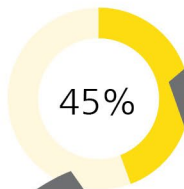
- Imaginative
- Romantic
- Authentic
- Intuitive
- Relational
- Empathetic
- Diplomatic



**Rational**

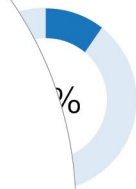
- Curious
- Innovative
- Logical
- Curious
- Independent
- Pragmatic
- Strategic

### AN OVERVIEW OF THE FOUR TEMPERAMENTS



**Guardians** are the cornerstones of society, the glue that holds it together. They are given to serving and preserving the most important social institutions. Guardians have natural talent in managing people and services—from supervision to maintenance and supply—and they use all their skills to keep things running smoothly in their families, communities, schools, churches, hospitals, and businesses.

**Idealists** are the dreamers of the world, the ones who think of the world as a place where everyone can be their best. They are driven by their best interests and their desire for self-knowledge. Idealists are driven by their imagination and their desire to help others. They are naturally drawn to working with people, and whether in education or counseling, in social services or personnel work, in journalism or the ministry, they are gifted at helping others find their way in life, often inspiring them to grow as individuals and fulfill their potentials.



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**Rationals** are the problem solvers of the world, the ones who are particularly good at solving problems in complex systems. They are curious about the world around us. Rationals are good at solving problems in organic systems such as families, companies, and governments. Whatever systems fire their curiosity, Rationals will analyze them to understand how they work, so they can then figure out how to make them work better.



# What is the Relationship Between Temperament and Talent?

The four temperament styles match up consistently with four general types of intelligent roles: **Tactical**, **Logistical**, **Diplomatic**, and **Strategic**. The four connections between temperament and intelligent roles are as follows:

## Temperament and Intelligent Roles



Artisan  
**TACTICAL**



Guardian  
**LOGISTICAL**



Idealist  
**DIPLOMATIC**

Analyst  
**STRATEGIC**

### Relative Strength of Intelligent Roles in Artisan



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...s determined  
...ll in that role  
... study temperament  
... and productivity by  
... natural talents of their team  
members... for a leader of any temperament is  
to look for the best intelligence and talent match and put it  
to work where it is most effective.

# MOTIVATION AND APPRECIATION

A leader's success is not only measured by how successful they are in getting their teams to reach goals, but also by how they can attract and keep followers. It's important to keep in mind that team members will do what a leader requests, primarily from a desire to please the leader, but also from their desire to contribute. They will also work more enthusiastically if they can work on projects that excite them or in ways that tap into their natural skill sets.

Regardless of the temperament type, team members all want appreciation from the person in charge.

Compensation and job satisfaction are important, but employees want their contributions to be appreciated. And the greater the contribution, the greater the desire for appreciation.

When a leader can match talent to task, then employees feel satisfaction in their accomplishments and contributions. A wise leader will identify and appreciate the four intelligent roles in every team member, as well as recognize the strengths of each member in their own style of leadership.

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# Artisan TACTICAL LEADERSHIP

## ► CRISIS MANAGEMENT

Because of their tactical maneuverability, Artisan leaders are good at responding to crises, untangling snarls, and negotiating deals. Because of these natural talents, they can be called Troubleshooters, but other names which capture their style are Beachmasters and Negotiators. People of this temperament often have an urge for expedience—they will do whatever is needed to solve a problem, now.

Some large corporations make efficient use of the talents of this group when they acquire another company. The corporation will send in an Artisan Troubleshooter to take over the smaller company, with directions to implement the takeover. The Troubleshooter is empowered with the authority to do whatever is needed to make this new acquisition successful. He negotiates with the acquiring personnel, patents, securities, and other assets. And this can happen very quickly, for Artisans are good at converting their own ideas into action and with each other. More than any other group, Troubleshooters' air of confidence and self-reliance that can push others to go along with the Artisan's take to take hold, and moving action can eliminate others' self-doubt, transmit it to those who doubt, and them.

## ► CONFIDENT

This confidence seems to stem from the Artisan's strong sense of reality. Artisans are more present to reality than the other temperaments, and this gives them a big advantage when dealing with people. Other Temperaments often tend to see situations or problems through many filters, such as following proper procedures or customs, or through personal sympathies and the need to be liked, all of which obscure a clear view of what is right in front of them.

## ► NEGOTIATOR

Artisan Negotiators wear one of these lenses. They go into a difficult situation with a sharp eye for opportunity. They are not saddled with rules and regulations, with policies and commitments, or with personal cares about old relationships. To Artisan Negotiators, everything and everybody is negotiable, and they consider nothing on either side as sacred or untouchable.

Artisan Negotiators are also the best of all the types when it comes to improvising survival tactics. Consider the military beachmasters, the leaders who go in with the troops for an amphibious landing. With all the equipment and supplies on the beach, the beachmaster has to get the soldiers off the sand and onto the shore. He has absolute authority and can say a word to the soldiers that stays. Beachmasters have a sense of timing, an ability to be there, right now, when it is needed. They can be pushed into action. When a crisis does not send in a negotiator, and the rules of the situation do not allow for the future, or the situation is overly concerned with the present, the relationship is not restricted to the present. It is rising to the occasion.

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# THE PROMOTER AS A LEADER



**They prefer employees who can just get going on their own tasks and don't need a lot of direction.**



Promoters are action-oriented and enjoy talking. You're likely to hear Promoters telling jokes around the office. They may have little sympathy for the too-dependent employee who they will see as a weakling. Promoters can be very persuasive in negotiations and can talk themselves into or out of almost anything. They prefer employees who can just get going on their own tasks and don't need a lot of direction. They are usually blunt and direct in their communication. When they give one of their infrequent orders, they expect the employee(s) will act on those orders quickly and efficiently. When they don't say "Jump!", that's what they mean. Communications from this type of leader are usually verbal and then followed by writing. They want facts, not feelings.



**ARTISAN**  
Artisan

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...ient to make an  
...ganization, and mobilize the  
...to quickly respond to any crisis.

- Be systematic, expedient and do what it takes to get the job done with minimal interference from any external system.
- Want the work environment to seem exciting and to have variety and expect employees to appreciate the same.
- Allow employees a lot of freedom, but expect them to jump when they see a crisis to overcome.

...ve,  
...y from

...too-dependent  
...ee.

...communication and at  
...seen as blunt or lacking tact.



# BEING A PROMOTER



## 7 Things About You

Artisan Promoters are apt to:

- Pride yourself on being able to quickly respond to emergencies.
- Be able to solve problems at high speed and make split-second decisions.
- Want people to communicate logically and quickly.
- Be direct in your communication and, at times, be seen as blunt or lacking tact.
- Like grabbing new opportunities and giving a lot of value on your job.
- Be able to manage an array of workers, projects, and the company.
- Be skilled in promotion and negotiating.

SAMPLE



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- You can be extraordinarily resourceful and pull in people and things you need to get what you want.
- You read people's agendas well and aren't distracted by their expressed intent.
- You are a superb troubleshooter.
- You act with extreme confidence and don't agonize over choices.
- You are skilled in promotion and negotiating.
- You are skilled in promotion and negotiating.



# BEING A PROMOTER



## 7 Things to Be Aware Of

- You may be perceived as ruthless or manipulative in some situations.
- In static environments, you may cause trouble to make something for yourself to do.
- You can be so motivated to win that you overlook such things as other people's feelings or the ultimate objective of your company.
- Your boldness may cause trouble in formal, protocol-driven situations.
- You have a tendency to be blunt or insensitive.
- Making evaluations and judgments can be difficult for you.
- You may neglect to develop supportive friendships in your field or workplace.

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# PROMOTERS AND THE WORK ENVIRONMENT



Promoters are stressed by workplaces where their creativity is stifled by a job that acts like a straightjacket, where their solutions to problems are ignored in favor of cumbersome plans and procedures, or where the camaraderie they love is lacking.



Promoters live fully in the realm of the real. They have an extraordinary ability for facts and details, as well as superior powers of observation. Ideally, they have work that makes use of their vast databanks of impressions. Promoters are motivated by the possibility of capitalizing on opportunities that others don't perceive. They are applying information to present or emergent situations. They don't have much motivation for pursuing intangible goals and visions. They do not present themselves as events to which they can react. They know



Like other Artisans, Promoters want to see freedom and spontaneity. They hunger for the liberty to act on their own ideas and to create. Artisans thrive in "action" occupations—their work requires initiative, strength, boldness, and timing.

SAMPLE

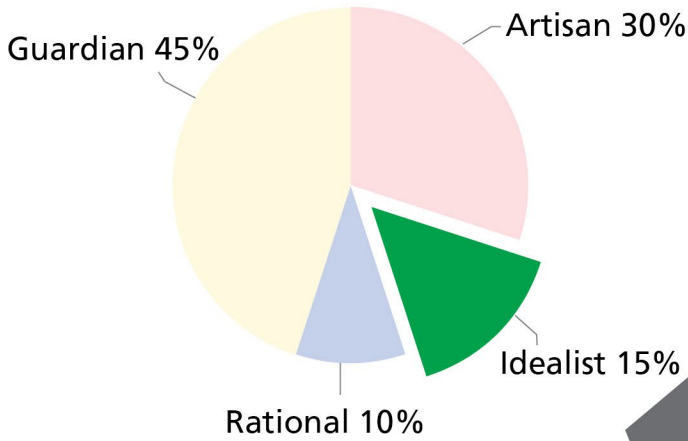
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- Comes with a lot of action and lets you use your spot.
- Brings excitement and adventure to your work. It uses your powers of
- Lets you make an impact.
- Offers a lot of unplanned situations.
- Allows you to compete based on your merits.

# AT WORK WITH THE FOUR TEMPERAMENTS

## AT WORK WITH IDEALISTS



### Idealists (NF)

Idealists are wired to pursue personal growth, authenticity, and integrity. They value both self-development and helping others as a way to facilitate growth. In the workplace, Idealists make up 15% of the population.

### IN WORK

Idealists are usually **positive, helpful, and optimistic**. They often become experts at addressing the human resource concerns of a business, whether these issues are part of the business or not. Idealists are **warm, idealistic,** and **empathetic** individuals. Co-workers are apt to appreciate their **authenticity** and loyalty to the human side of a business but may perceive Idealists as not being effective enough or even as being flaky.

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EMOTIONAL  
 IDEALISTIC  
 Caring  
 AUTHENTIC

# ARTISAN + IDEALIST WORK RELATIONSHIP



## IF YOUR BOSS IS AN IDEALIST



The biggest difference between you and your boss is in the area of competition. You grow and compete in ways that are motivating and fun, while your boss wants to see you compete in favor of cooperation and working together. Your boss will be more likely to share resources of the department, and will be more likely to help you during crises, and making sure that you know the department well. You will communicate and work in ways that give you a sense of freedom to be creative.

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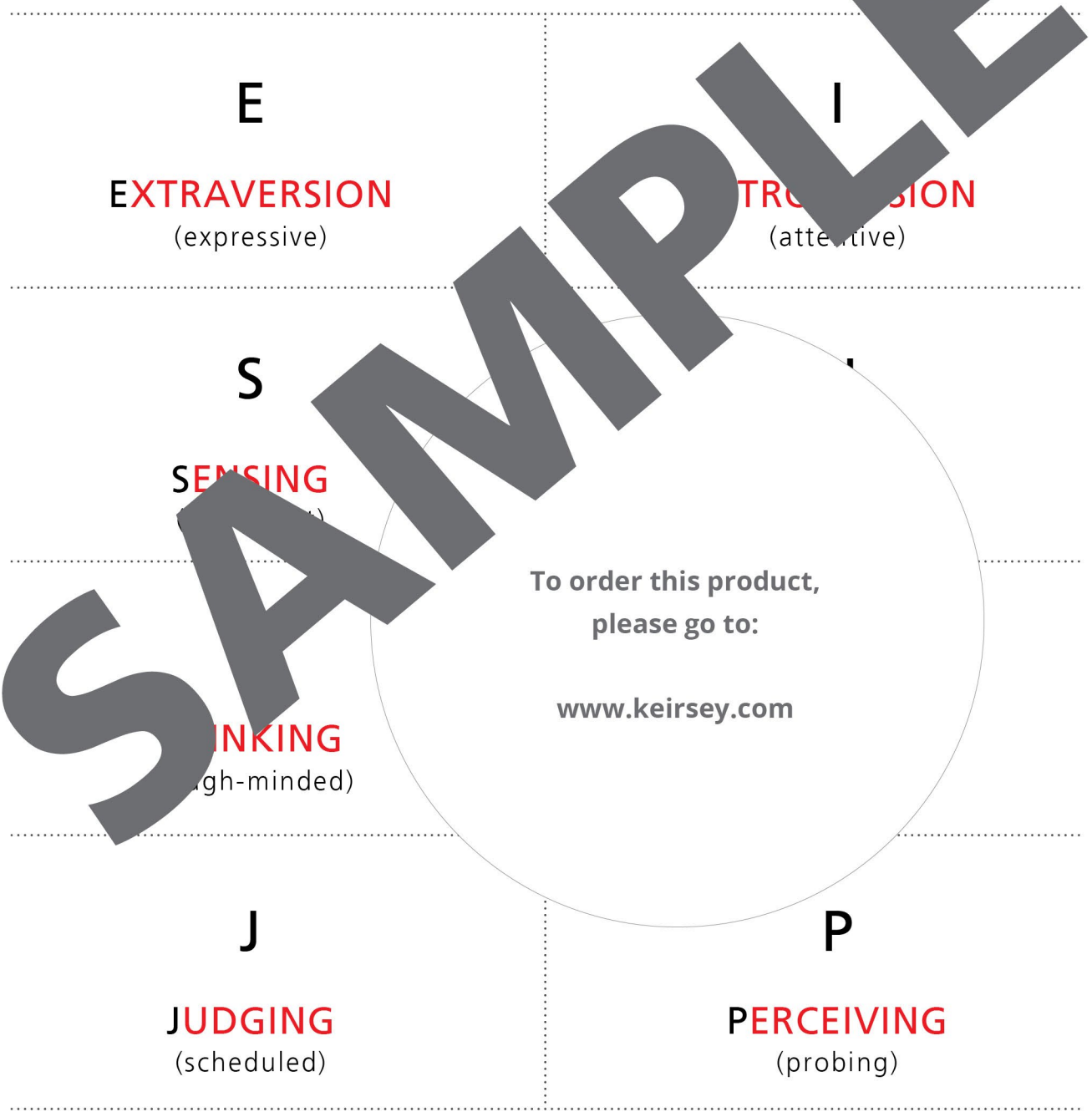
## IF YOU SUPERVISE IDEALIST EMPLOYEES



You will find that your employees, first, you like competition. They like the idea of beating one's own record. They live in the present, while you live in the future. They see potential in people that others do not. You can solve crises in ways that avoid future disasters. Your insight into employees' ability to read body language, tone of voice, and other subtle cues is probably so finely honed that they can seem to be mind reading. It is important to remember that your employee is motivated by praise and can be easily discouraged by criticism, even if it is kindly meant.

# WHAT EACH LETTER MEANS

In the Keirsey Temperament Sorter-II, there are four question scales used to detect one's behavioral preferences. The scales are E-I, S-N, T-F, and J-P. No single letter should be taken as naming a "type" of person. For example, you should not label yourself or others as Expressives or E's. Each letter merely suggests stronger or weaker tendencies in a person's overall makeup, and the letters are not factors independent of each other. The pairs of letters indicate the following opposite qualities:



**SAMPLE**



E

I

# EXTRAVERSION

# INTROVERSION

More comfortable socializing with groups than being alone.

They often report that they're energized by contact with other people.

These individuals usually have a large circle of friends and are happy to approach others, even strangers, to talk.

For people high in Extraversion, social banter is usually an easy and pleasant thing.

Interaction is something that makes them feel alive.

As a result, too much quiet and seclusion can actually exhaust such people.

They tend to report feelings of loneliness or power drain when in contact with

On the other hand, people prone to Introversion often seem more comfortable alone than in a crowd.

They draw energy from private, solitary activities, including reading, listening to music, and working by themselves on their latest project or favorite hobby.

Introverts usually have a few, long-time friends and can remain in contact with groups only so long before their energies are depleted.

Their job, family, or social obligations require them to be on center stage, they can get tired and need down time to rest and recharge their batteries.

The terms Extraversion (E) and Introversion (I) describe two variations of social styles. People who are high in Extraversion are more outgoing and prefer

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**R**EMEMBER: No one is simply an Extrovert or an Introvert. These terms are merely end points on the E-I scale, with almost everyone falling somewhere in between. Most individuals embody a mixture of these two social styles. Also, different tasks or roles at work or in the family can bring out more Extraversion or Introversion in a person. This dimension of personality, more than the other three, is fluid and situational.

# What is Temperament?

PERSONALITY = Temperament + Character



+

C

## TEMPERAMENT

Temperament is a set of inclinations we are born with.

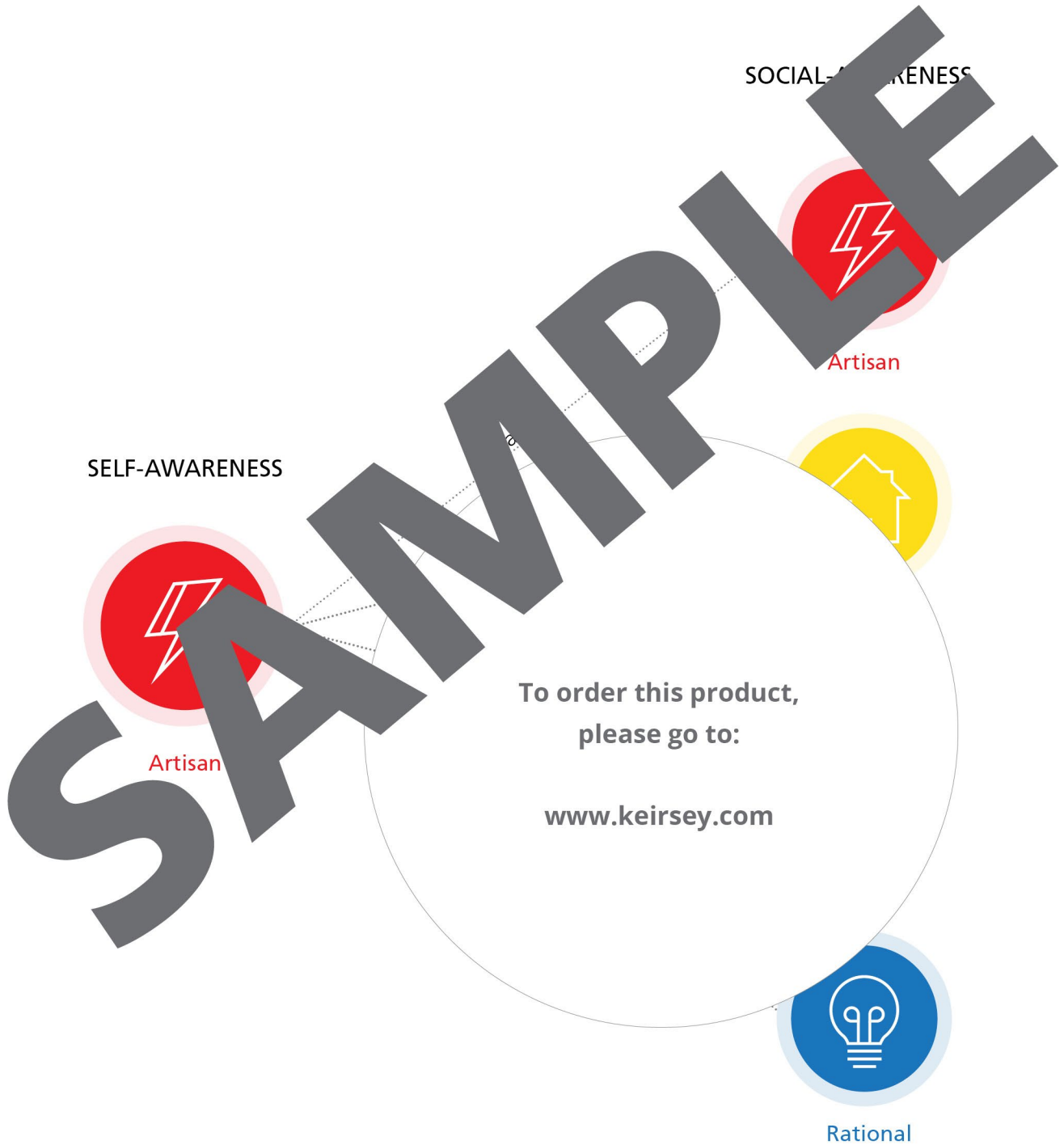
**T**here are two sides to a person's personality: temperament and character. Temperament is a set of inclinations we are born with. Character is a set of habits we acquire as we grow and mature. Temperament is hardwired in from birth, whereas character is developed over a lifetime. Thus, those of the Artisan temperament are predisposed to impulsive action, those of the Guardian temperament to responsible service, those of the Idealist temperament to personal development, and those of the Rational temperament to objective analysis. Each type of person, unless blocked or deflected by an unfavorable environment, will develop the habits of character appropriate to his or her temperament.

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character. Our personality is a combination of the two. Temperament is the inborn form of human nature and character is the emergent form that develops through the interaction of temperament and environment. Personality, your unique personal style, is a combination of the two.

# HOW CAN THE TEMPERAMENT SORTER HELP ME?



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# Keirse 160 Famous Leaders

# Artisan Promoter The Enterprising Leader

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

**MADONNA CICCONE**  
1958-Present

"If you're going to be thinking, you should think as well as we think big."

**DOUGLAS TRUMBULL**  
1918-Present

"People respond well to people who are sure of what they want."

**ANNA WINTOUR**  
1949-Present

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

**MUHAMMAD ALI**  
1942-2016

"I like entrepreneurial people; I like people who take risks."

**BILLIE JEAN KING**  
1943-Present

"If you have the balls, then it will be more vigorous. But that won't surprise you that."

**HEFNER**  
Present

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"I'm here it, v... out there with the latest and the most cutting edge."

**HELEN MURLEY BROWN**  
1926-2012

"...d now is bet... ed next week."

**E. S. PATTON**  
1885-1945

"You must want! 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