



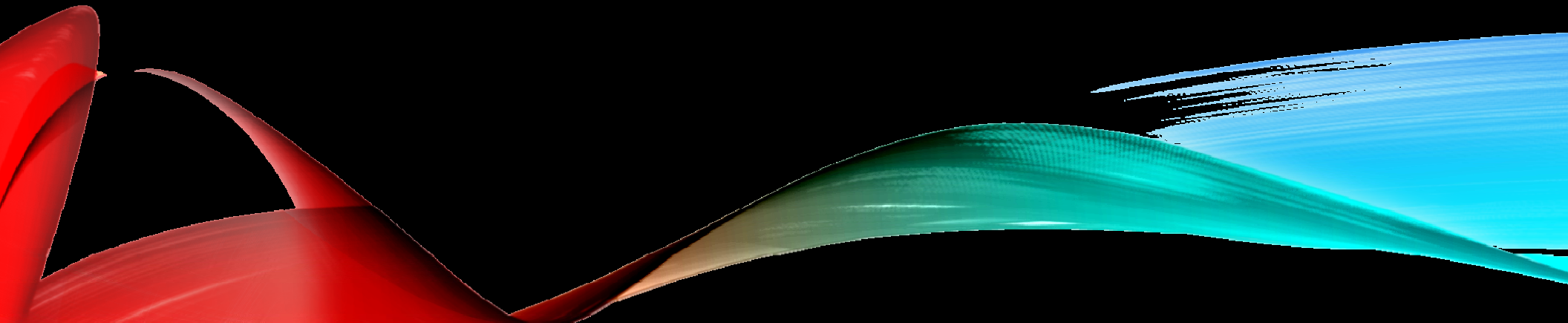
PERSONALITY & TEMPERAMENT TYPES

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Banff Park Seminar 2018



WELCOME TO PERSONALITY AND TEMPERAMENT
TYPING.

BUILDING RELATIONSHIPS



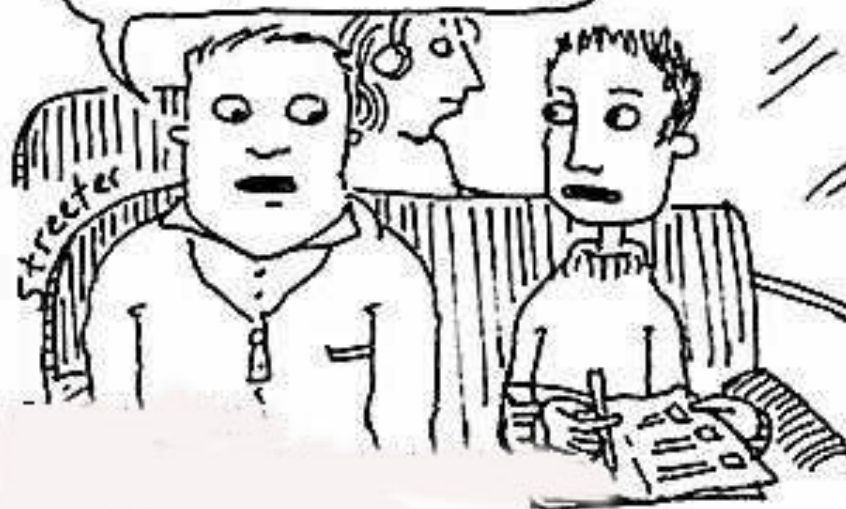
I took a personality test
like that once.

Yeah? what
was your score?

None.

No score?

No personality.





PERSONALITY VS. TEMPERAMENT

- Personality is the make up of character and temperament
 - Temperament is a configuration of inclinations (pre-disposition)
 - Computer hardware
 - The physical base from which character emerges, placing an identifiable fingerprint on each individual's attitudes and actions.
 - What we think and feel, what we want and need, what we say and do.
 - Character is a configuration of habits. (Disposition)
 - Computer software
 - Has had time or occasion to imprint the person (affected by outside influences)

OUR MAKE UP

Inborn, Unchanging, Base

ME
(CORE)

Parental Influence, Career, Friends, Religion

DEVELOPED





DIFFERENT DRUMMERS

If you do not want what I want, please try not to tell me that my want is wrong.

Or if my beliefs are different from yours, at least pause before you set out to correct them.

Or if my emotion seems less or more intense than yours, given the same circumstances, try not to ask me to feel other than I do.

Of if I act, or fail to act, in the manner of your design for action, please let me be.

I do not, for the moment at least, ask you to understand me. That will come only when you are willing to give up trying to change me into a copy of you.



DIFFERENT DRUMMERS

If you will allow me any of my own wants, or emotions, or beliefs, or actions, then you open yourself to the possibility that some day these ways of mine might not seem so wrong, and might finally appear as right – for me. To put up with me is the first step to understanding me.

Not that you embrace my ways as right for you, but that you are no longer irritated or disappointed with me for my seeming waywardness. And one day, perhaps, in trying to understand me, you might come to prize my differences, and, far from seeking to change me, might preserve and even cherish those differences.

I may be your spouse, your parent, your offspring, your friend, your colleague. But whatever our relation, this I know: **You and I are fundamentally different and both of us have to march to our own drummer.**

David Keirsey, Please Understand Me II



PEOPLE ARE DIFFERENT FROM EACH OTHER

DAVID KEIRSEY, PLEASE UNDERSTAND ME II

- You and I are fundamentally different and we have to march to our own drummer
- You cannot change personality and who people are – they differ for many different reasons
- Our attempt to reshape others may produce change, but the change is the distortion rather than the transformation
- Generally we want to change others because we want them to be more like us.
- People bend like an elastic – but then go back to the default shape



NO ONE IS THE SAME, ONLY SIMILAR

- It is easy to see differences if we look around.
- Human nature is to conclude that differences are “bad” for some reason or that people act differently because there is something the matter with them.
- We don’t see the differences as an expression of natural diversity, but rather that others are different because they are sick, stupid or crazy.
 - What is the matter with them?
 - Irritation – they are different than you
- In order to appreciate each other’s differences, the first step is to realize our own character and temperament
 - You need to understand yourself first.



DIFFERENT WAYS OF LOOKING AT PERSONALITIES OVER TIME

- Type A versus Type B personalities
- Left brained (concrete, data, what is in front of them today) or Right brained (big picture dreamers)
- 1958 – Isabel Myers and Katherine Briggs – developed the Myers Briggs Type Indicator) – 16 personality types (Introvert/Extrovert, Sensory/Intuitive, Thinking/Feeling, Judging/Perceiving)
- 1960 – David Keirsey presented that following the Myers-Briggs Indicator that people basically land in 4 basic styles of temperaments. (personology)
 - Four concrete centers in the body
 - Genitals & stomach (appetites), heart (Honour), Head (reason)
 - Men find happiness in four ways either being sensual, material, ethical or reasonable (Aristotle)

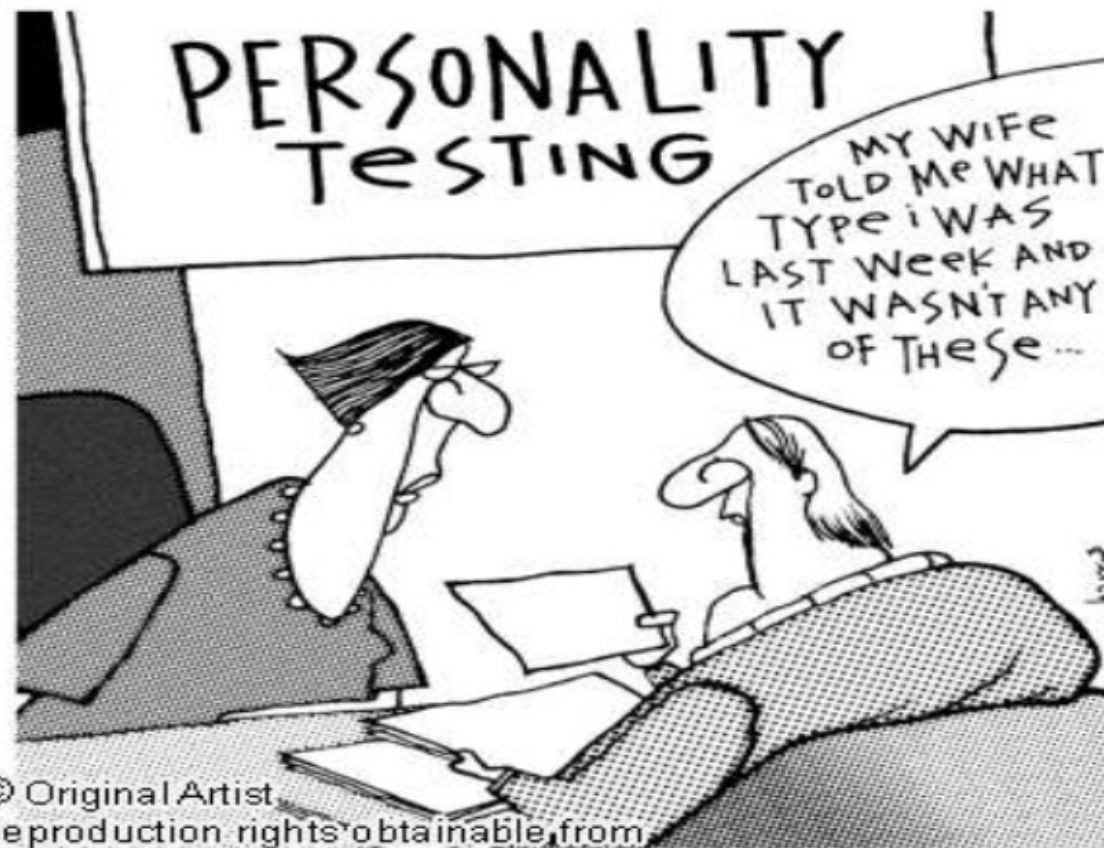


QUESTIONS:

- How many people manage or lead other people?
- What is the most difficult part of managing people?
- How many people have ever done personality/temperament testing before?
- How many people have taken Myers-Briggs Personality Test?
- Has anyone ever completed the Keirsey Temperament Sorter?



"Dr Jekyll has a different personality on the golf course."



search ID: ghm85

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BEFORE WE GET STARTED:

- Take a few minutes to write down 4-5 things that drive you to your full potential everyday.
 - What motivates you?
 - What keeps you engaged?
 - What drives you to complete a task?
- Write down 4-5 characteristics of people that irritate you.
 - What is it that bothers you about them?
 - Why are you easily irritated?



KEIRSEY TEMPERAMENT SORTER

- In a couple of minutes I am going to get you to complete the Keirsey Temperament sorter. If you have done it before, please complete again and see if there are any differences.
- When you are answering the questions, remember there are no right answers – each person is different and has a different default on how they react to certain situations.
- Try to answer in the way that you most likely would respond in a non-stressful, non-crisis mode. All things considered equal, how would you respond?
- Once you are done, complete the marking grid – please complete according to how you answered the questions.
- Now I would like everyone to take themselves to a happy place. Try to block out what might be going on back at home or work and just allow yourself to analyze each question with as few distractions as you can.
- Go ahead and complete.

YOUR RESULTS

ARTISAN (SP's) _ S _ P

Promoter – ESTP
Crafter – ISTP
Performer – ESFP
Composer – ISFP

GUARDIAN (SJ's) _ S _ J

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

IDEALIST (NF's) _ N F _

Teacher – ENFJ
Counselor – INFJ
Champion – ENFP
Healer – INFP

RATIONAL (NT's) _ N T _

Fieldmarshal – ENTJ
Mastermind – INTJ
Inventor – ENTP
Architect – INTP



ARTISAN - SP

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



GUARDIAN - SJ

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



IDEALIST - NF

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



RATIONAL - NT

- Ingenious
- Calm
- Innovative
- Logical
- Curious
- Independent
- Pragmatic
- Strategic



INTERESTING FACTS

- In Canada there are a higher percentage of Guardians and Idealists than in USA
 - Values are more diplomatic
 - USA gained independence by war
 - Canada gained independence through peace treaties
- USA has more of a utilitarian culture

FUNDAMENTALLY DIFFERENT

Guardians – Concrete

vs

Rationals - Abstract



WHY ARE
THEY SO
STUPID???



WE ARE ALL DIFFERENT

To each his own

Different Strokes for Different Folks

Do your own thing

COMPARING THE 4 TEMPERAMENTS

	ARTISAN - SP	GUARDIAN - SJ	IDEALIST - NF	RATIONAL -NT
THEY VALUE	Potency,generosity, creativity, & adaptability	Experience, security, authority, & respectability	Meaning, integrity, & human development	Knowledge, competence, reason, & achievement
THEY HAVE TALENTS IN	Sales, marketing, operations, various forms of art, working with their hands, crisis management	Establishing processes, executing methodically, upholding standards	Mentoring, guiding personal development, resolving conflict, improving communication	Complex planning, structural design, reframing arguments, systems analysis, exploring theoretical concepts.
THEY SEEK	Stimulation, adventure, variety, and time/space to perfect their skills	Higher levels of responsibility and clear paths to advancement	Relational harmony, good feelings and self improvement	Efficiency, intellectual stimulation and solutions to problems

COMPARING THE 4 TEMPERAMENTS

	ARTISAN - SP	GUARDIAN - SJ	IDEALIST - NF	RATIONAL - NT
THEY Express	Themselves excitedly while making deals, taking risks, playing games and entertaining others	Themselves earnestly while observing traditions, following rules, and taking part in societal activities	Themselves enthusiastically while championing causes and inspiring others to reach their full potential	Themselves calmly while critiquing and questioning status quo, always insisting on a logical basis for action
THEY NEED	Freedom to act on impulse, and flexibility in their work to make spontaneous decisions.	Routines, stable structures, familiar processes, and clearly defined rules to do their best work.	Meaningful work, relational connection, and a personal, imaginative work environment	Worthwhile challenges, and autonomy to be able to solve complex problems
THEY can be COUNTED on	To "just do it", improvising actions, seizing opportunities, and forging onward while others have given up	To "mind the store" attending to the details of a project, diligently seeing it through to completion.	To "see the best in people", nurturing warm, loving relationships and finding new possibilities	To "think outside the box", offering new ideas and strategies for accomplishing well-defined long term goals



TEMPERAMENT LANDS – THE LAND YOU LIVE IN....

Artisan - SP	Guardian - SJ	Idealist - NF	Rational - NT
Adventure Land	Checkbox Land	Potential Land	Complexity Land
<ul style="list-style-type: none">• Land of stimulation – exciting & fun.• Get the adrenaline going or life seems boring.• Addictive personalities – need pleasure	<ul style="list-style-type: none">• Land of closure – things need to be done – if not, feel restless.• When not checking things off feel unreliable, self-value and respect goes down	<ul style="list-style-type: none">• Land of hopes and dreams• Live for what is possible• Reality seems disappointing	<ul style="list-style-type: none">• Things are not as simple as they appear• Give layers of explanations – every explanation needs explaining



EVERYONE HAS 3 ASPECTS OF SELF IMAGE

- Self Esteem
- Self Respect
- Self Confidence



ARTISANS SELF IMAGE

- Self-Esteem
 - Greatest when seen as artistic in expediting and improvising productions
 - Drivers are autistic actions – be spectacular – do things with flare, stand out.
 - Shows up in their fashion – dress to provoke a reaction
 - “How dare you?” amps them up – thrive on being told it can’t be done
 - Greatest source of embarrassment is performing some action poorly or awkwardly.
- Self Respect
 - Bold, daring, venturesome, audacious
- Self Confidence
 - Their ability to adapt spontaneously to changing circumstances, to alter and shape their behaviour in the moment in order to operate effectively in the most unstable situations

<https://www.youtube.com/watch?v=N9Mo-D90ZFO>



GUARDIANS SELF IMAGE

- Self Esteem
 - Dependable, trustworthy or accountable in shouldering their responsibilities
 - Want to fit in
 - Be of service – honour, duty, contributing, adding value, doing your part and fairness
 - Suffer when not appreciated and often fail to appreciate themselves and to find satisfaction in their own work.
- Self Respect
 - Doing good deeds, naturally good Samaritans
 - Highly regarded by others – family, friends, co-workers
- Self Confidence
 - Are innately modest, unassuming
 - Like public recognition

<https://www.youtube.com/watch?v=ZMHHgratzw>



IDEALIST SELF IMAGE

- Self Esteem
 - Increased when seen as empathetic in bonding with people in their circle
 - Identify with hurts and pains, weep with those who weep, rejoice with those that are rejoicing.
 - Life is nothing without sensitive personal ties
 - Change their outfits more times in the morning – need to capture how they feel
- Self Respect
 - Kind hearted, compassionate – seeing the good in others – generous in spirit
 - Filled with good intentions and kind feelings
- Self Confidence
 - Have integrity, inner unity, to ring true and desire for absolute truth
 - What they do comes out of who they are

<https://www.youtube.com/watch?v=U2iGNxyUSVc>



RATIONAL SELF IMAGE

- Self Esteem
 - Ingenuity in accomplishing the many and varied tasks they set their minds to
 - Fun for rationals means figuring out how to get better at some skill, not merely exercising the skills they already have – a laboratory for increasing their proficiency.
 - Will stick to a problem because others have been baffled.
- Self Respect
 - Desire to live according to their own laws, to see the world by their own lights
 - Self directed, self defined, want to be in control of their own destiny – be their own boss.
 - Leave them alone to do their work.
- Self Confidence
 - They sense in themselves a strength of will or an unwavering resolution
 - Can overcome any obstacle, dominate any field, conquer any enemy

<https://www.youtube.com/watch?v=15plQcB5Ydc>



MATURATION IS DIFFERENT FOR ALL TEMPERAMENTS

- The maturation of leaders with different temperaments is varying
 - Donald Trump – mature Artisan
 - Mother Teresa – mature Guardian
- When developing leaders, we need to understand that each temperament develops down separate and unique paths at varying paces.
- When grooming a leader – you need to decipher what is their temperament?
 - What is the best path of development?
 - How do you leverage their talents?

TEMPERAMENT AND DEVELOPMENT

Artisan - SP	Guardian - SJ	Idealist - NF	Rational - NT
Stimulation	Instruction	Mentoring	Analysis
"Just dive right in and do it!"	"Enroll in a structured learning program"	"Engage in learning together"	"Acquire knowledge by any and all means"
<ul style="list-style-type: none"> • Highest drop out rate • Cook by improvisation • Require physical stimulation • Learn by doing – need to try it. 	<ul style="list-style-type: none"> • Learn best by instruction • Need to feel confident – not learn on the fly • Cook by recipes • Would like a recipe for life. • Collect designations 	<ul style="list-style-type: none"> • Engage by mentoring • Learning together in communities • Learn from those they trust and feel a connection with 	<ul style="list-style-type: none"> • Will create their own learning program • Want to lead • Acquire knowledge in all forms • Want to know the "why"



WE MATURE IN CHARACTER AS
WE BECOME FULLY WHAT WE
WERE MEANT TO BE.

David Keirse, Please Understand Me II

HOW TO ADDRESS STRESS IN DIFFERENT TEMPERAMENTS

Artisan - SP	Guardian - SJ	Idealist - NF	Rational - NT
Impulsive	Depressed	Hysterical	Obsessive
<ul style="list-style-type: none">• Fuel them with artistic actions.• Stimulate their senses – impulsive activities• Physical Activity	<ul style="list-style-type: none">• Give them stuff to do – boxes to check off• Will shut down if not checking off boxes – become overwhelmed	<ul style="list-style-type: none">• Engage them in support groups• Show them empathy• Seems like the world is falling apart	<ul style="list-style-type: none">• Give them space – stand back or help them figure it out• They feel like they are not as smart as they thought they were• Need to figure out what went wrong – become obsessed with “what happened”

TEMPERAMENT MATRIX

COMMUNICATION

Concrete
Talk About Facts

Abstract
Talk about Ideas

GUARDIAN

IDEALIST

Cooperative
Do what's Right

ARTISAN

RATIONAL

ACTIONS

Utilitarian
Do what works

TEMPERAMENT MATRIX

COMMUNICA

Concrete

Abstract

Talk About Facts

Talk about Ideas

GUARDIAN

IDEALIST

Cooperative

Do what's Right

ACTIONS

Utilitarian

Do what works

ARTISAN

RATIONAL

Artisan	Guardian	Idealist	Rational
Artistic	Reliable	Empathy	Ingenuity
Audacity	Service	Benevolent	Autonomy
Adaptable	Respect	Authentic	Willpower



RELATIONSHIPS

- How does all of this tie back to the sub title of the session – BUILDING RELATIONSHIPS?



RELATIONSHIPS

- Think of the 5 most important relationships you have. Write those people down.
- Below each of them write the traits about them that you admire
- And then write those traits that you have a hard time relating to or understanding.
- Put an exclamation (!) mark next to those traits that would be part of their temperament (core)
- Put an asterix (*) next to those that are part of their character (things that are developed from environment or influence)



ACTION PLANS & HOW YOU WILL USE WHAT WE HAVE DISCUSSED TODAY

- Looking at your list of relationships, which ones do you struggle with? Is their character list similar to the one that you developed at the beginning of the session?
- Can you make an educated guess on what their temperament might be using the things that we discussed. Mark it down next to their name.
- Out of those people you struggle with, pick the one that is the most important for you to have positive relationship with.
- Get together with someone that has this temperament (likely they will be either the same as you or the extreme opposite of you) and discuss their suggestions of things you could try to make your relationship with that person stronger.
- Switch after 5 minutes. If the person you are with is unable to help you move around the room and find someone of the temperament you struggle with.



NEXT TIME!!!

- The sub-temperaments and how they vary slightly within their main temperament group!!
- So much to talk about, not enough time ☺
- Questions?