

TEAM TEMPERAMENT™ REPORT

Sample Company

DATE CREATED: January 31, 2007

TEAM NAME: Sample Team

TEAM LEADER: Don Gump

This report contains:

- An analysis of your team's temperament distribution
- Explanations of your team's strengths and challenges
- Temperament reports for individual team members
- Communication Tips that can be implemented immediately to avoid and resolve conflicts



Team interpretation based on results from the Keirsey™ Temperament Sorter II® and theory administered at AdvisorTeam.com®.



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Overview of This Team Report

There are many tools available for motivating and managing the people on teams, including tools for assessing skills, interests, and personality styles. This report gives you the ability to look at your team members through the powerful lens of "Temperament".

Temperament is a configuration of observable personality traits, such as habits of communication, patterns of action, and sets of characteristic attitudes, values, and talents. It also encompasses personal needs, the kinds of contributions that individuals make in the workplace, and the roles they play in society.

Dr. David Keirsey has identified mankind's four basic temperaments as the Artisan, the Guardian, the Rational, and the Idealist. He has also divided each temperament into four subtypes in order to capture key differences in more detail.

As you will see in the chart below, Dr. Keirsey names his four temperaments and sixteen types using letter combinations that stand for key personality traits (for example, 'I' means Introvert and 'E' means Extravert). But in addition he uses descriptive words that denote common social roles. These words allow you to grasp more easily the basic character of the temperaments and types, and to see that each has a distinct way of acting in the world.

Here are the four temperaments and their subtypes:

Artisan (SP)	Guardian (SJ)	Rational (NT)	Idealist (NF)
Promoter (ESTP)	Supervisor (ESTJ)	Fieldmarshal (ENTJ)	Teacher (ENFJ)
Crafter (ISTP)	Inspector (ISTJ)	Mastermind (INTJ)	Counselor (INFJ)
Performer (ESFP)	Provider (ESFJ)	Inventor (ENTP)	Champion (ENFP)
Composer (ISFP)	Protector (ISFJ)	Architect (INTP)	Healer (INFP)

As a manager, you can use this report to assess the different strengths and challenges of each member of your team, as well as the areas of potential cooperation and conflict in the team as a whole. You'll be able to see the communication styles and management approaches that are most—and least—effective with your team. You'll learn what motivates your team members, and also what can interfere with their teamwork.

How to use this report

This report delivers information to you in layers from a broad overview to specific details. If you only want the highlights of your member's styles and your team's dynamics, then use the summary pages in the front. If you want a more comprehensive analysis, read on to the pages in the back.

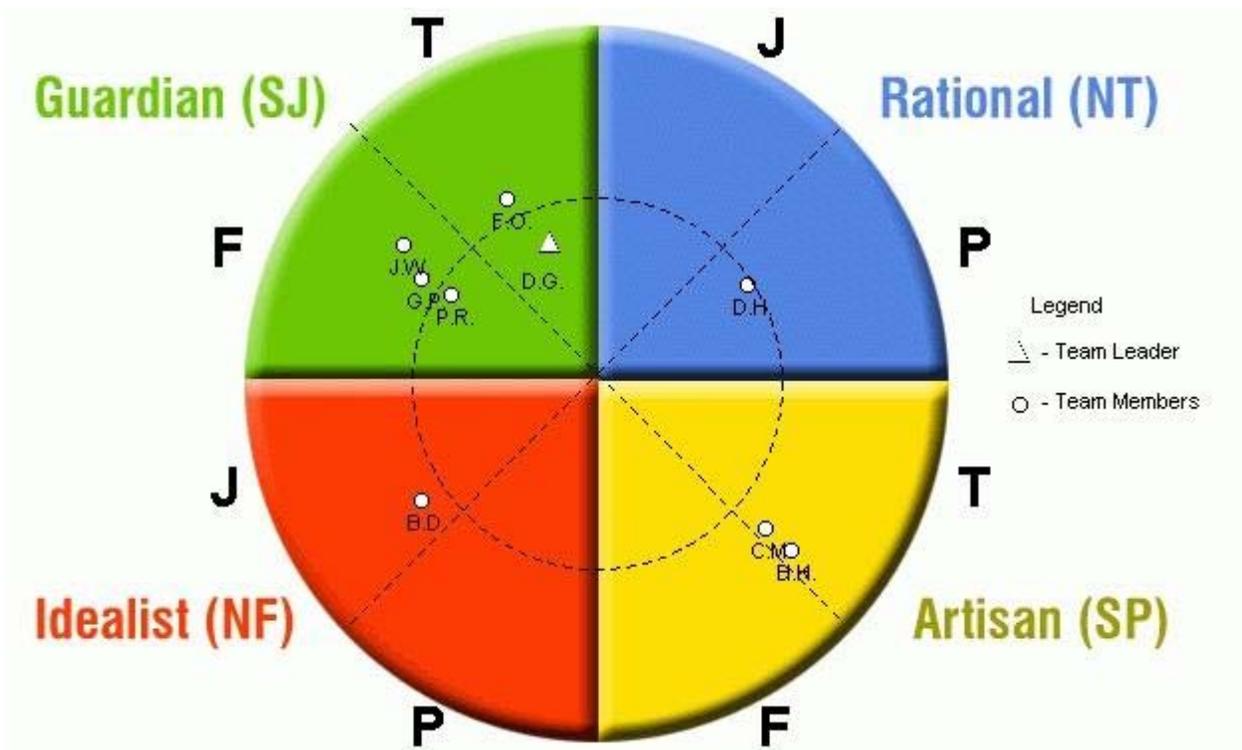
The following pages contain the individual and team results for your team members who have taken the Keirsey™ Temperament Sorter II® online through AdvisorTeam.com.

Team Composition and Values

Temperament Team Map™: The distribution of Temperament on your team

This section provides you with a graphical representation of where your team members fit within the Temperament framework. Since each temperament group reflects a different set of values, talents, attitudes, and so on, this Team Map indicates the overall distribution of personality styles on the Team. (Please see the appendix at the back of this report for information on how to interpret the Team Map.)

Sample Company Sample Team



Team Composition and Values (continued)

Guardians™ (5 on the team)	Rationals™ (1 on the team)
<p>Guardians can possess the following. They:</p> <ul style="list-style-type: none"> ● value experience, security, authority, and responsibility. ● have logistical talents in establishing processes, managing goods and services, and upholding standards. ● seek higher levels of responsibility and clear paths to advancement. ● express themselves earnestly while observing traditions, following rules, and taking part in social activities. ● need stable structures and familiar patterns to do their best work. ● can be counted on to "mind the store", attending to the details of a project and seeing it through to completion. 	<p>Rationals can possess the following. They:</p> <ul style="list-style-type: none"> ● value knowledge, competence, reason, and achievement. ● have strategic talents in planning, structural design, and systems analysis. ● seek roles that let them investigate the structure and function of systems and increase the efficiency of tools and methods. ● express themselves calmly while critiquing and questioning the status quo, always insisting on a logical basis for action. ● need to be able to work independently to solve problems. ● can be counted on to "think outside the box", offering new ideas and strategies for accomplishing well-defined goals.
Idealists™ (1 on the team)	Artisans™ (3 on the team)
<p>Idealists can possess the following. They:</p> <ul style="list-style-type: none"> ● value meaning, integrity, and human investment. ● have diplomatic talents in guiding personal development, resolving conflicts, and improving communication. ● seek harmony, good feelings, and self-improvement. ● express themselves enthusiastically while championing causes and inspiring others to reach their potential. ● need meaningful work and a personal, imaginative work environment. ● can be counted on to "see the best in people", nurturing warm, loving relationships and finding new possibilities for growth. 	<p>Artisans can possess the following. They:</p> <ul style="list-style-type: none"> ● value potency, generosity, creativity, and adaptability. ● have tactical talents in marketing, operations, arts & crafts, and crisis management. ● seek stimulation, adventure, variety, and time & space to perfect their skills. ● express themselves excitedly while making deals, taking risks, playing games, and entertaining others. ● need a flexible workplace, with the freedom to act on impulse and make spontaneous decisions. ● can be counted on to "just do it", improvising actions, seizing opportunities, and forging onward when others have given up.

Team Temperament - Influences and Style

To better understand how your team works, let's look further into the team's temperament distribution and influences. The table below segments your team's temperament influences based on the total numbers in each temperament.

Artisans 30.0%	Guardians 50.0%	Rationals 10.0%	Idealists 10.0%
Hogan, Harry Kelly, David Myers, Carrie	Gump, Don Oliver, Frank Park, Greg River, Peter Ward, Jane	Haley, Dan	Dover, Brian

PROMINENTLY REPRESENTED TEMPERAMENTS

50.0% GUARDIAN - PRIMARY INFLUENCE - Guardians can offer the following:

Guardians are valuable on a team because they are the most skilled in logistics: managing people and supplies, implementing policies and procedures, and maintaining systems. They are interested in schedules, routines, and protocols. They value dependability, structure, and regulations. They are the keepers of traditions and customs, making sure that moral standards and fairness are maintained and that people follow the rules and agreements.

Guardians will thrive in a constant and no-nonsense working environment where they can do so. They are motivated to attain higher management levels and greater degrees of responsibility.

30.0% ARTISAN - SECONDARY INFLUENCE - Artisans can offer the following:

Artisans are valuable on a team because they are creative and take full advantage of the opportunities available. They work with their hands, voice, and senses, and they are rarely afraid of failure. They are often problem solvers.

Artisans thrive in a work environment that is dynamic and allows for creative problem solving.

LESSER REPRESENTED TEMPERAMENTS

10.0% RATIONAL - LESSER REPRESENTED INFLUENCE - Rationals can offer the following:

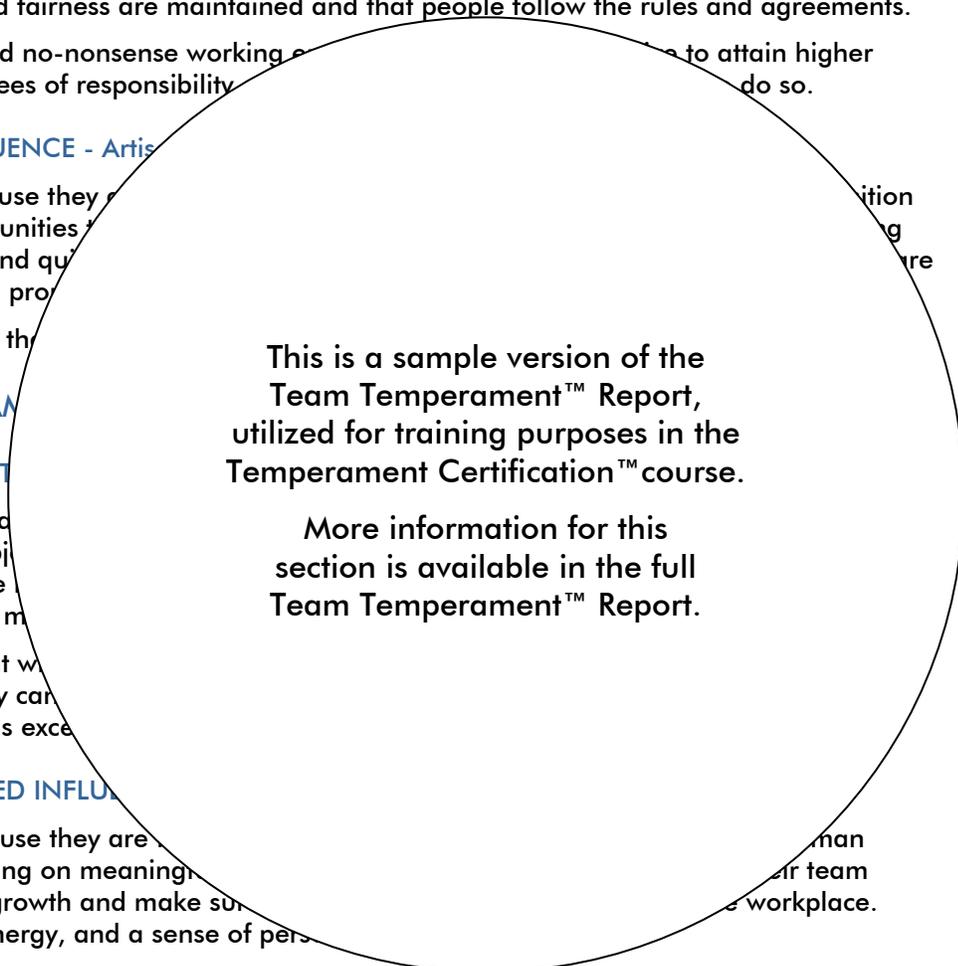
Rationals are valuable on a team because they are logical and to achieve well-defined, long-term objectives. They are interested in projects that allow them to investigate and analyze. They are pragmatists, always searching for the most efficient solution.

Rationals will thrive in an environment where they can work on a "think tank" environment where they can analyze and solve problems. They are motivated by encourages inventiveness and rewards excellence.

10.0% IDEALIST - LESSER REPRESENTED INFLUENCE - Idealists can offer the following:

Idealists are valuable on a team because they are collaborative and interested in working on meaningful projects. They are interested in working on meaningful projects with team members. They encourage personal growth and make sure everyone is happy in the workplace. They bring enthusiasm, positive energy, and a sense of purpose.

Idealists will thrive in a collaborative environment where everyone is getting along and new ideas are being encouraged. They are inspired by integrity and imagination, and appreciate open discussions of plans and issues.



Resolving Conflicts

Here are some points that can help you to identify and correct potential conflicts on the team.

Temperament	Signals and Signs of Trouble	Potential Remedies
<p>Guardians</p> 	<ul style="list-style-type: none"> • May have a negative outlook or complain about how bad things are. • May find things that should be fixed in other people before considering what they could change in themselves. • May complain about the same things over and over again. • May become stressed if their workload is too heavy and they can't complete their responsibilities. • May feel exhausted and unappreciated. 	<ul style="list-style-type: none"> • Let them vent their frustrations, but only for a short time. • Seek out and acknowledge areas where they have made a contribution. • Encourage them to say no to extra duties and to set limits with themselves and others.. • Offer them realistic solutions and talk about the concrete steps needed to get there. • Encourage them to get involved in a project (work or non-work related) and/or seek a position of responsibility.
<p>Artisan</p> 	<ul style="list-style-type: none"> • May point out that others are weak or ineffective to cover up their own weaknesses or results. • May complain that they don't have enough time and not provide solutions. • May defy authority or break the rules. • May present a negative attitude about the product, process, or team members. 	<ul style="list-style-type: none"> • Encourage them to take on challenges that can motivate them to do their work. They respond well to a call for action or create a challenge. • Encourage them to take on more responsibility or team leadership. • Encourage them to take on more responsibility or team leadership. • Encourage them to take on more responsibility or team leadership.
<p>Rational</p> 	<ul style="list-style-type: none"> • May try to control the team and control the team's direction. • May be critical of others and may be critical of others. • May be precise and may be precise. 	<ul style="list-style-type: none"> • Encourage them to take on challenges that can motivate them to do their work. They respond well to a call for action or create a challenge. • Encourage them to take on more responsibility or team leadership. • Encourage them to take on more responsibility or team leadership. • Encourage them to take on more responsibility or team leadership.
<p>Idealist</p> 	<ul style="list-style-type: none"> • May create false promises to attract attention to themselves and shift the focus from the team to themselves. • Normally enthusiastic and optimistic, an unhappy Idealist may dwell on negative and seem irritable, disinterested, or even withdrawn. • If dissatisfied, may daydream or spend excessive amounts of time thinking about how to leave without hurting anyone's feelings. 	<ul style="list-style-type: none"> • Encourage them to vent their frustrations and approach or discuss the team members' criticism of the team. • Encourage them to focus on the team's possibilities and potentials. • Acknowledge the vital contributions they have made to the workplace, individuals, and/or the team.

This is a sample version of the Team Temperament™ Report, utilized for training purposes in the Temperament Certification™ course.

More information for this section is available in the full Team Temperament™ Report.

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, or, simply, what we say and what we do.

1. 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 what-might-be's of life.

At times, of course, everyone addresses both sorts of topics, but in their daily lives, and for the most part, Concrete people talk about reality, while Abstract people talk about ideas.

2. Action: Utilitarian vs. Cooperative

Second, at every turn people are trying to figure out how they are going to do things. In their business, you see that there are two ways of going about things. Some people act primarily in a utilitarian way, trying to get their objectives as effectively as possible, whether by observing the rules or going around them.

Other people act primarily in a cooperative way, trying to do the right thing, in keeping with agreed upon standards, and being concerned about the welfare of others.

These two ways of acting are not mutually exclusive, and for the most part, do what is best for the team.

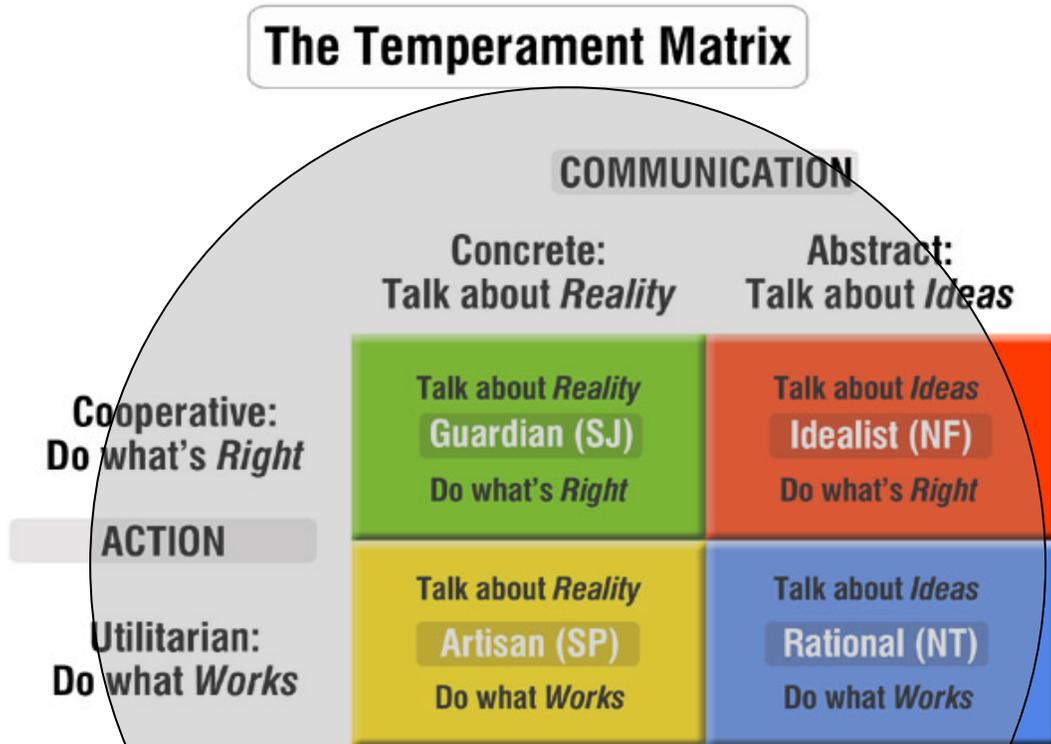
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The Dimensions of Temperament (continued)

The Temperament Matrix

The combination of Communication and Action, as defined in these terms, is what generates the basic character of the four temperaments. The chart below summarizes these dimensions and their interaction in matrix form:



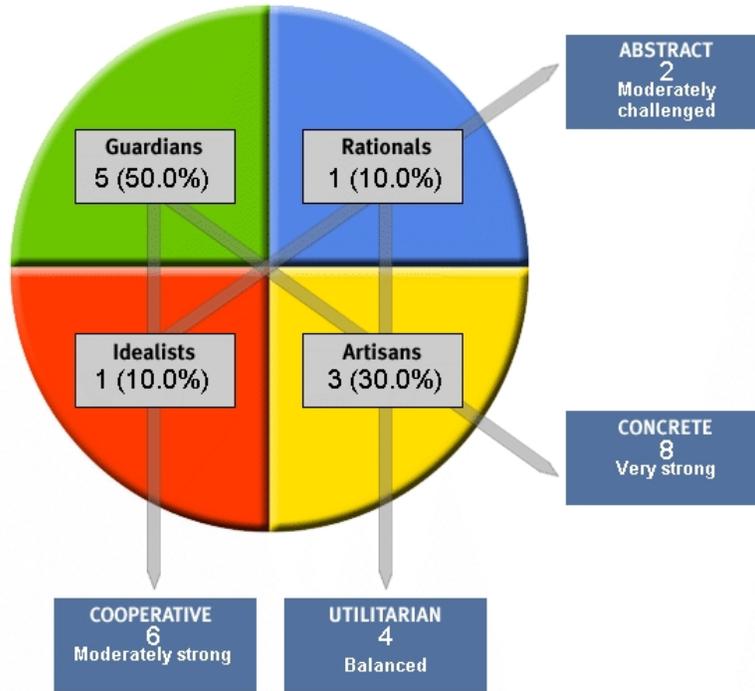
By looking at the Communication-Action nexus in each quadrant, managers can get a good idea of the basic behavior styles of the four temperaments:

- As Concrete Utilitarians, Artisans speak mostly about what they see right in front of them, 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.
- As Abstract Utilitarians, Rationals speak mostly of what new problems intrigue them and what new solutions they envision, and always pragmatic, they act as efficiently as possible to achieve their objectives, ignoring arbitrary rules and conventions if need be.
- As Concrete Cooperators, Guardians speak mostly of their duties and responsibilities, of what they can keep an eye on and take good care of, and they're careful to obey the laws, follow the rules, and respect the rights of others.
- As Abstract Cooperators, Idealists speak mostly of what they hope for and imagine might be possible for people, and they want to act in good conscience, always trying to reach their goals without compromising their personal code of ethics.

The chart on the next page indicates the behavioral style strengths and challenges of your team.

Your Team's Behavior Style

The following table shows a summary of your team using comparisons of Cooperator and Utilitarian types and Abstract and Concrete types. The numbers in the boxes are the actual numbers of each type on the team. This will allow you to see the strengths and challenges in each area.



<p>6 Cooperators</p> 	<p>Results indicate that your team is moderately strong in Cooperator 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. Cooperators easily create a friendly and agreeable atmosphere that fosters collaboration and teamwork. However, they may not be interested in effective tools or efficient courses of action, especially if it means creating tension for team members.</p>
<p>4 Utilitarians</p> 	<p>Results indicate that your team is moderately strong in Utilitarian (Artisans and Rationals) types. This area means that team members will balance cooperation between Utilitarian types to manage the synergy and cooperation between team members to maintain the balance and harmony.</p>
<p>2 Abstract</p> 	<p>Results indicate that your team is moderately challenged in Abstract types (Guardians and Idealists). This could mean that team members may struggle with coming up with new solutions or ideas that are different from their "alternative" ways of thinking or coming up with ideas that have always been done. Team members share and "the way it's been done."</p>
<p>8 Concrete</p> 	<p>Results indicate that your team is very strong in Concrete types (Artisans). Concrete types focus on details, specifics, facts, and practicalities as opposed to abstract ideas. They are often driven by innovative and inventive ideas and are often practical by the Concrete types. They are often focused on what future steps should be taken.</p>

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Your Team's Effectiveness

When analyzing the composition of your team, it is important to consider performance and effectiveness. Here are some things to look for when evaluating the composition of your team.

Matching Temperament to Task

There isn't a predetermined distribution of temperament that all team managers "should" strive to achieve. The types of temperament needed on a team will vary depending on the reasons for which the team is assembled. It's more important that the team's temperament composition is matched to the task at hand. First, look at the goals of the team and the tasks members are being asked to accomplish. Then look to see if the temperaments on the team will respond naturally to the task at hand.

For example, if the task or project is to manage resources and time carefully, and requires standardization and procedures, a team of Guardians would be a good choice. But if your team needs to work in constant crisis situations such as emergency response, an Artisan Team might be a better choice because they work well under pressure and enjoy constant excitement and change.

Here are some other areas to consider:

- What is the main function of the team?
- Are problems occurring on the team? Are they due to performance or compatibility?
- Is this a new team or an old team?
- Where is the company in its business cycle? Is it older and established or is it a young, new startup?

Unbalanced Distribution

Having an excess or shortage of any Temperament on the team, but sometimes having an imbalance can be necessary to succeed.

For example, a team may be composed of Guardians in a position for assuring that the resources of the company are kept in place. However, it is not likely to do well in a constantly changing environment.

Integration

In looking at the distribution of temperaments, you may have one or two team members with more experience than the majority.

For example, a lone Idealist may desire some creativity and he or she may participate in a brainstorming session. A Guardian structure, regularity, and consistency may be more appropriate.

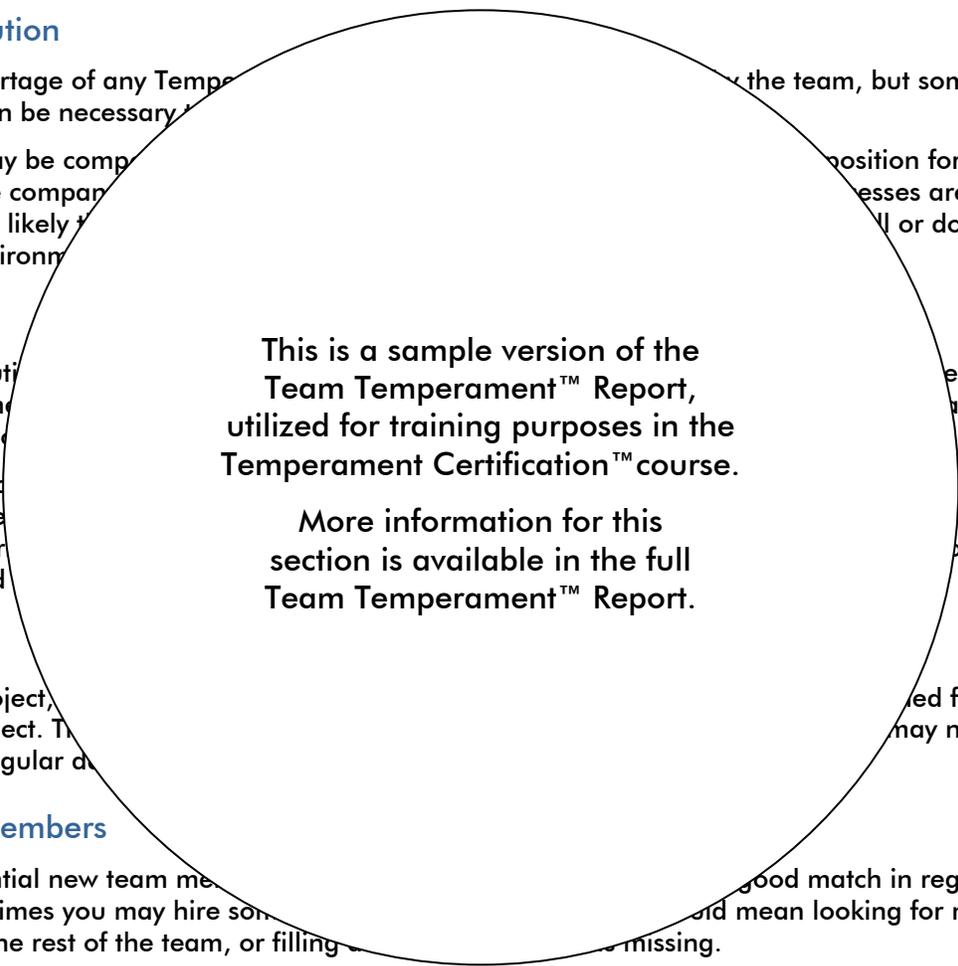
Special Projects

If you have a special project, you may want to assign specific goals of the project. Team members may not get to express in their regular duties.

Hiring New Team Members

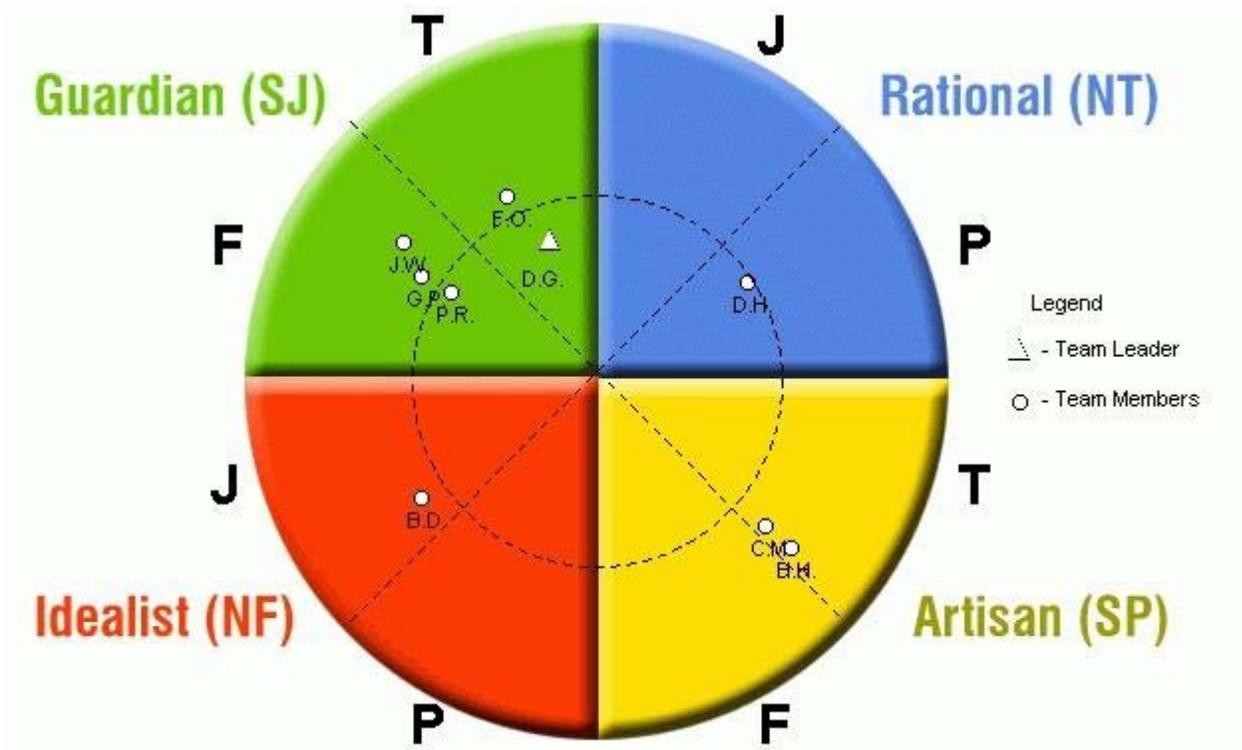
When considering potential new team members, a good match in regards to skill sets and outlook. Sometimes you may hire someone who would mean looking for more of the same temperament as the rest of the team, or filling a gap that is missing.

However, temperament only covers a part of your hiring considerations. Team member compatibility can also come from interactions and experience, so we encourage you to use the vast array of human resources tools available when evaluating a potential new hire.



Team Leader Influence

Sample Company Sample Team



Team leader: Guardian

In this section, you will find some key management skills of your team. You are represented on the chart as 50.0% of your team members are also Guardians in the section: "On Your Team" where you are found towards the end of this report.)

As a Guardian, your natural leadership skills are at the right time. You are strongest in the areas of organization on the team and across the organization. You are likely to be in the areas of organization and key

Keep in mind that the other temperaments have greater skills than you in other areas. If you are an Artisan, for example, you can utilize the strategic and analytical skills of the Artisans, or the diplomatic and

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More information for this section is available in the full Team Temperament™ Report.

on to the members of your team who are a Guardian. This personality type is the most common in this section is

to the right place in the organization. Implementing them in the right places values are likely

is more than you and offer your team success. For example, you can utilize the strategic and immediate

Team Temperament Breakout

Artisans™	Guardians™	Rationals™	Idealists™
Hogan, Harry Kelly, David Myers, Carrie	Gump, Don Oliver, Frank Park, Greg River, Peter Ward, Jane	Haley, Dan	Dover, Brian

General Overview of Each of the Four Temperaments:

<p>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.</p> <p>They like to be where the action is and enjoy working in environments that are fast-paced, quick, sweeping changes, and solving problems to solve problems. They have a natural ability to manage immediate needs.</p> <p>Artisans are spontaneous decision makers. They bounce ideas off others and should be given whatever tools are available to complete a task, even if it is a normal policy.</p> <p>Though they are often afraid of failure, they love risks and challenge themselves on being bold and taking unconventional actions when others might shrink away.</p>	<p>Guardians tend to be interested in logistics and established ways of doing things. They like to work with schedules, routines, protocols, and clearly defined pathways to success.</p> <p>They enjoy order and a clear path forward.</p> <p>They will move the project forward.</p>	<p>Rationals tend to be interested in technology, systems, and inventions. They like to solve problems or create new tools and enjoy work that allows them to make great use of their logic and analytical skills.</p> <p>They like to work in an environment where they can use their logic and analytical skills to solve problems. They enjoy working with new ideas and systems to be efficient.</p> <p>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.</p>	<p>Idealists tend to be interested in diplomacy and human relations. They enjoy work that is meaningful and allows them to explore the needs of others and the possibilities for the future.</p> <p>They value being authentic, having integrity, and presenting the truth to the world without pretense. They seek meaningful interactions and enjoy getting to know others.</p> <p>Idealists value meaningful work that serves a purpose and makes a difference in the world. They like to have the flexibility to explore as many options as possible.</p> <p>Idealists are committed to the team members and can be enthusiastic and encouraging. They keep the vision alive and help motivate others.</p> <p>Because of this, Idealists bring enjoyment, happiness, and a sense of belonging to the work place and team members may become very close to each other and bond deeply. They also make connections with other people and teams within the organization.</p>
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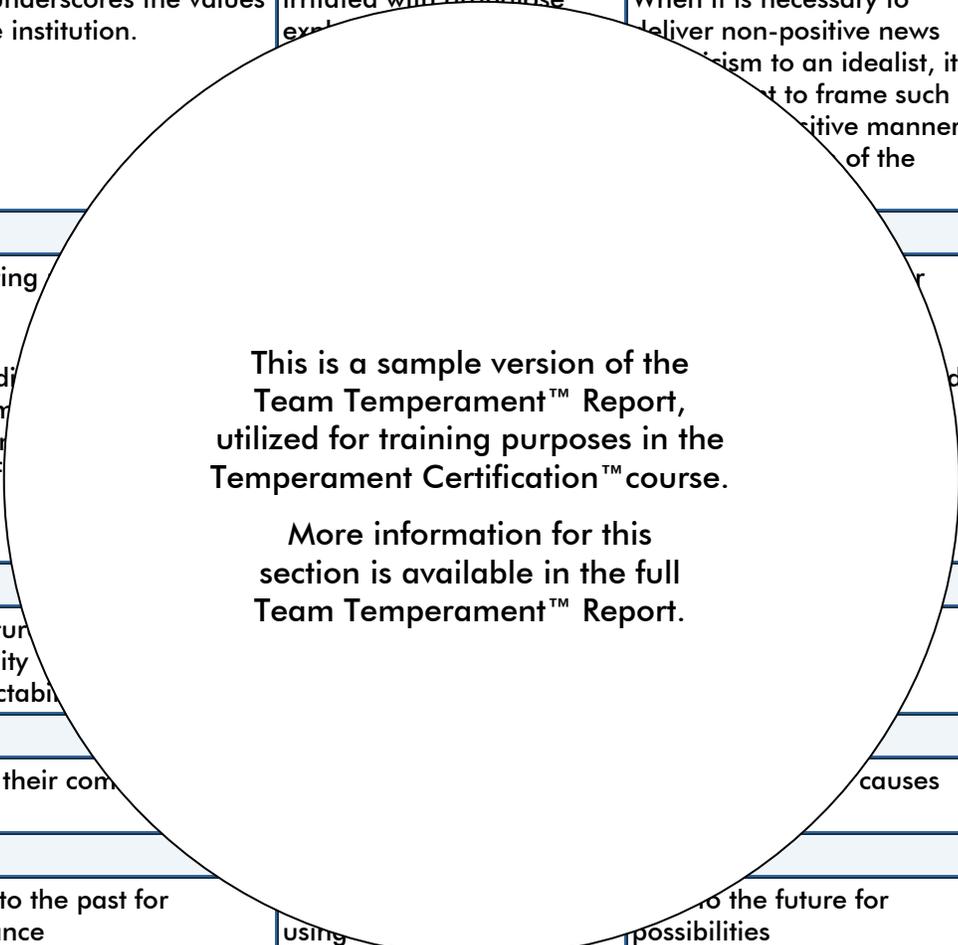
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Team Temperament Breakout (continued)

Artisans™	Guardians™	Rationals™	Idealists™
Hogan, Harry Kelly, David Myers, Carrie	Gump, Don Oliver, Frank Park, Greg River, Peter Ward, Jane	Haley, Dan	Dover, Brian
Ideal Team Environment:			
<p>Learning how to work with tools and equipment, mastering skills and techniques.</p> <p>Making and executing quick decisions and being able to take risks and trust their impulses.</p> <p>Fun and exciting work with a sense of urgency.</p> <p>Lots of challenges and surprises that require action to solve.</p> <p>Ability to bend the rules when needed to solve a problem.</p>	<p>Being a part of a team and working with others who value hard work and completion.</p> <p>Being productive and producing tangible results.</p> <p>Working within a division with clearly defined tasks, goals, and responsibilities.</p> <p>Stable roles and defined responsibilities.</p>	<p>Working with analytic tools such as systems analysis and flow charts.</p> <p>Working with people who are logical and organized.</p> <p>Working with people who are detail-oriented and organized.</p>	<p>Learning about the humanities and working with people.</p> <p>Working with people who are creative and innovative.</p> <p>Working with people who are empathetic and understanding.</p>
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Least Desirable Team Environment:			
<p>Lots of processes, procedures or rules that inhibit their ability to improvise and act spontaneously.</p> <p>Highly emotional work places where time is spent solving personal problems instead of the task at hand.</p> <p>Repetitive, boring work or lack of problems to solve.</p> <p>Long-term projects without short-term successes.</p> <p>Spending excessive amounts of time planning instead of rolling up sleeves to get work done.</p>	<p>When others don't follow rules, don't follow guidelines, or don't keep promises and commitments.</p> <p>Swift or constant change that doesn't give them enough time to complete projects or prepare for a new set of expectations.</p> <p>Unstructured or unplanned work or undefined goals.</p> <p>Being isolated or left out of the group with no ability to interact with others.</p> <p>Undeserved promotions or acknowledgements.</p>	<p>Working with people who are overly emotional or working with people who need constant positive feedback and assurance.</p> <p>Maintaining lots of details and managing repetitive tasks.</p> <p>Lack of opportunities to show expertise, inventiveness, or competence.</p>	<p>Working with people who are not creative and do not allow for creativity.</p> <p>Working with people who are unethical and do not have the same spirit.</p> <p>Unethical standards and expectations and bad attitudes or cynicism.</p> <p>Repetitive tasks, detail work and being forced to follow a logical structure for achieving results.</p> <p>Managing lots of details or maintaining systems.</p>

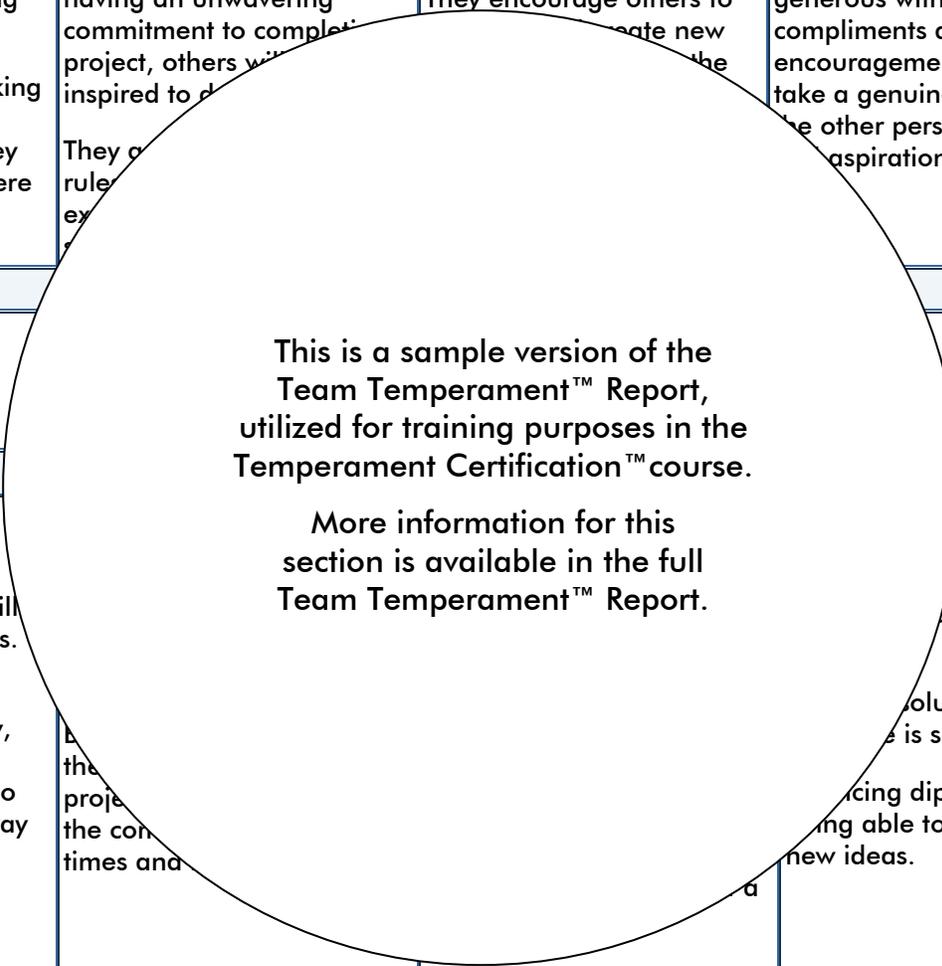
Team Temperament Breakout (continued)

Artisans™	Guardians™	Rationals™	Idealists™
Hogan, Harry Kelly, David Myers, Carrie	Gump, Don Oliver, Frank Park, Greg River, Peter Ward, Jane	Haley, Dan	Dover, Brian
Communication:			
<p>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.</p> <p>They like a challenge, so it's best to deliver communications to them with an element of mystery and give them an option to come up with a solution.</p>	<p>Guardians like to encourage others to work hard, take more responsibility, and be more serious about life. When communicating with a Guardian, be respectful of authority and try not to bend the rules.</p> <p>Present information in a practical, methodic way that underscores the values of the institution.</p>	<p>Rationals generally like to have lively discussions, argue their positions, and use logic to communicate points. They have a concise communication style and use structured thought and logic to get their points across.</p> <p>They value concise, to-the-point criticisms and get irritated with grandiose explanations.</p>	<p>Idealists generally like to deal with people and emotions instead of logic and detail. They may be overly emotional (positive or negative) in their responses to the information being delivered and get highly frustrated when they do not get to express that emotion.</p> <p>When it is necessary to deliver non-positive news to an idealist, it is best to frame such news in a positive manner of the</p>
They Rebel By:			
<p>Breaking something so that it needs fixing.</p> <p>Finding loopholes, ignoring the rules, or working around a rule that isn't efficient.</p>	<p>Creating rules.</p> <p>Excluding system denyin benef</p>		
They Seek:			
<p>Experiences Freedom Skills</p>	<p>Structure Stability Predictability</p>		
Are Proud When They:			
<p>Have an impact</p>	<p>Keep their com</p>		<p>causes</p>
Time Orientation:			
<p>Look at present needs to see what actions are needed</p>	<p>Look to the past for guidance</p>	<p>using goals</p>	<p>to the future for possibilities</p>



Team Temperament Breakout (continued)

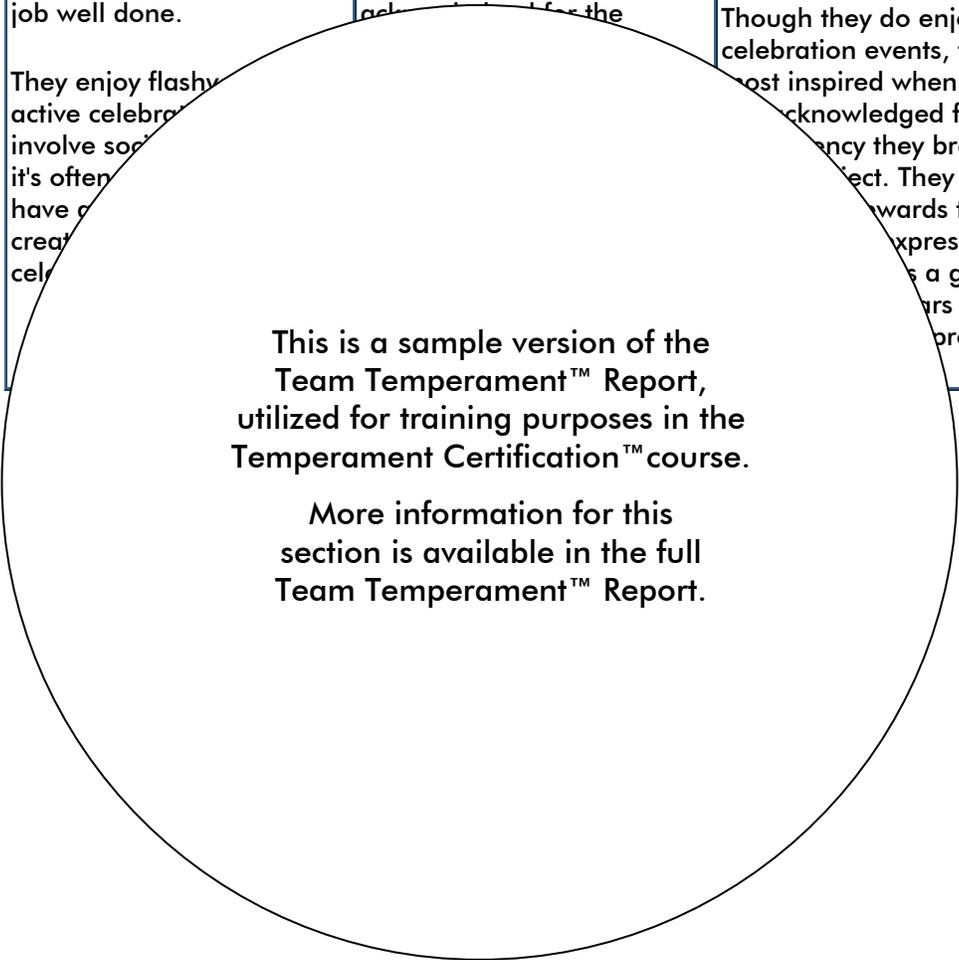
Artisans™	Guardians™	Rationals™	Idealists™
Hogan, Harry Kelly, David Myers, Carrie	Gump, Don Oliver, Frank Park, Greg River, Peter Ward, Jane	Haley, Dan	Dover, Brian
How They Lead:			
<p>Artisans lead by offering encouragement frequently and acting swiftly with great confidence and charisma. Because they naturally project confidence, they can quickly get members of a team working together on a project or common goal.</p> <p>They offer praise and appreciation easily and generously and will go to great lengths to give their employees good working conditions.</p> <p>Artisans act swiftly, making and implementing decisions on the fly. They enjoy celebrating the here and now and seeing concrete progress.</p>	<p>Guardians lead by setting an example of hard work. They offer stability and dependability to their team members. They pride themselves on being dependable, helpful, and respectable. They can be counted on to be organized and see a job through to completion.</p> <p>They influence by example and think that if they can be seen doing hard work and having an unwavering commitment to completion, others will be inspired to do the same.</p> <p>They are rule-oriented and expect others to follow the same rules.</p>	<p>Rationals lead by presenting a clear vision of where the company is going, and the strategy needed to get there. They are often intriguing to others because they see far beyond the normal vision of the present situation. They usually communicate with logic and a clear, concise report of the problem and needed outcome.</p> <p>They encourage others to think clearly and to create new ideas.</p>	<p>Idealists lead others by connecting personally with all members on the team and showing an honest commitment to others' personal growth. They can easily determine what is important to others and help them cultivate and explore their talents.</p> <p>They also lead by enthusiasm and creating a positive, optimistic outlook of the future. They are generous with their compliments and encouragement and they take a genuine interest in the other person's goals and aspirations.</p>
What They Contribute:			
<ul style="list-style-type: none"> Can-do attitude Flexibility Confidence Ability to Implement 			
Motivated By:			
<ul style="list-style-type: none"> Having new challenges/problems to fix. Being able to master skill 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. 			<ul style="list-style-type: none"> Projects that have a great impact on the company or how it operates. Being able to find solutions that others are satisfied with. Being able to bring diplomacy and being able to brainstorm new ideas.



Team Temperament Breakout (continued)

Artisans™	Guardians™	Rationals™	Idealists™
Hogan, Harry Kelly, David Myers, Carrie	Gump, Don Oliver, Frank Park, Greg River, Peter Ward, Jane	Haley, Dan	Dover, Brian

Rewards:			
<p>Artisans enjoy rewards that compliment their innovative contribution to a project. Artisans tend to enjoy an immediate celebration for a job well done.</p> <p>They enjoy flashy active celebrations that involve social interaction. It's often a surprise to have a creative celebration.</p>	<p>Guardians enjoy rewards that compliment their dedication to a project. They enjoy ceremonies where they can be publicly recognized for the</p>	<p>Rationals enjoy rewards that compliment their ingenious contribution to a project.</p> <p>Though they do enjoy celebration events, they are most inspired when they are acknowledged for the efficiency they brought to a project. They may enjoy rewards that let them express their appreciation as a game or program.</p>	<p>Idealists enjoy rewards that acknowledge the difference they made with the members of the team or how they made a contribution that made a difference.</p> <p>They enjoy verbal and wordy descriptions of their work and contributions. To celebrate, they enjoy events with significance and meaning, or tokens that are somehow associated with the completed task.</p>



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	Descriptor	Type
1	Dover, Brian	Idealist	Teacher	ENFJ
2	Gump, Don	Guardian	Inspector	ISTJ
3	Hogan, Harry	Artisan	Promoter	ESTP
4	Haley, Dan	Rational	Inventor	ENTP
5	Kelly, David	Artisan	Promoter	ESTP
6	Myers, Carrie	Artisan	Promoter	ESTP
7	Oliver, Frank	Guardian	Supervisor	ESTJ
8	Park, Greg	Guardian	Provider	ESFJ
9	River, Peter	Guardian	Provider	ESFJ
10	Ward, Jane	Guardian	Provider	ESFJ

Here is an overview of the distribution of types on your team:

Artisan (SP)	Guardian (SJ)	Rational (NT)	Idealist (NF)
3 (30.0%)	5 (50.0%)	1 (10.0%)	1 (10.0%)
ESFP 0 (0.0%)	ESTJ 1 (10.0%)	ENTJ 0 (0.0%)	ENFJ 1 (10.0%)
ISFP 0 (0.0%)	ISTJ 1 (10.0%)	INTJ 0 (0.0%)	INFJ 0 (0.0%)
ESTP 3 (30.0%)	ESFJ 3 (30.0%)	ENTP 1 (10.0%)	ENFP 0 (0.0%)
ISTP 0 (0%)	ISFJ 0 (0.0%)	INTP 0 (0.0%)	INFP 0 (0.0%)

Here is the letter distribution of your team:

E	9 (90.0%)	I	1 (10%)
S	8 (80.0%)	N	2 (20.0%)
T	6 (60.0%)	F	4 (40.0%)
J	6 (60.0%)	P	4 (40.0%)

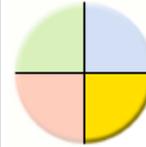
To see detailed explanations for what the letters mean, please go to the section: "What The Letters Mean" found at the end of this report.

ON YOUR TEAM the following people are in the category of:

Artisan™ - The Promoter (ESTP)



Hogan, Harry
Kelly, David
Myers, Carrie



Overview of the Promoter:

Promoters tend to be very persuasive and engaging. They love being where the action is and living in the "here and now", making results happen. They may appear to be empathetic, but are really highly skilled in reading the subtle body language and non-verbal clues that people exhibit and in taking action on those clues.

They can be effective troubleshooters and negotiators, and will often do whatever it takes to get the job done. Promoters love challenges, thrive in crisis, and are highly adaptable to any situation.

How they communicate	How they annoy others
<p>Promoters will often need to talk through their ideas and plans or to digest information. If Promoters immediately begin talking about information or a request for information, they may just need to speak their thoughts in order to process it.</p> <p>Promoters will communicate with others by being persuading, fun loving, and charismatic and often create an exciting picture of the future to get others excited.</p>	<ul style="list-style-type: none"> • By being competitive and bragging excessively. • May frequently not be prepared and rely on improvisation and figuring it out at the last minute. • Might ignore the long-term planning that has taken place. • May act prematurely before considering all of the elements of a situation. • May cause disruptions on the team if they are bored. • May not be a team player unless in charge.
Strengths	Weaknesses
<ul style="list-style-type: none"> • They are able to negotiate, navigate and move projects forward quickly. • They can readily make and take calculated risks. • They have a high capacity for remembering facts and data. • They like to have fun at work and will keep things lively and interesting. • They can solve problems on the spot. 	<ul style="list-style-type: none"> • May trust data and opinions without verifying and validating the information given. • Can be blunt and demanding, often making insensitive comments and offering callous opinions. • May want to play or explore activities outside of work instead of completing projects or tasks. • May act quickly without thinking through the implications of their actions or words. • May get bored before completing a task, and drop it to move onto something else that is new and exciting.
Leadership Style	Areas to Work on
<ul style="list-style-type: none"> • Will take charge in an emergency or stressful situation. • Will collect lots of data before making decisions. • After a decision is made, they don't look back. They just keeps moving forward, adapting if necessary. 	<ul style="list-style-type: none"> • Take tasks all the way through to completion. • Avoid bragging and do more active listening. • Balance the short-term "fix" with the long term goals. • Consider the feelings of others when communicating.

Individual Team Member Letter Distribution

This is the distribution of letters for the individuals on your team. You can use this data to understand more about your team members' tendencies and inclinations based on their letter distribution. A high number on either side of a scale can show a greater likelihood or preference for the traits of that letter.

	Name	E	I	S	N	F	T	J	P	Type
1	Dover, Brian	6	4	9	11	11	9	13	7	ENFJ
2	Gump, Don	4	6	15	5	6	14	17	3	ISTJ
3	Hogan, Harry	7	3	12	8	9	11	9	11	ESTP
4	Haley, Dan	5	5	7	13	5	15	8	12	ENTP
5	Kelly, David	7	3	13	7	9	11	9	11	ESTP
6	Myers, Carrie	6	4	13	7	9	11	9	11	ESTP
7	Oliver, Frank	6	4	16	4	6	14	15	5	ESTJ
8	Park, Greg	6	4	14	3	13	7	19	1	ESFJ
9	River, Peter	5	4	14	5	13	7	14	5	ESFJ
10	Ward, Jane	7	3	16	4	12	8	13	7	ESFJ
	Team Totals Per Letter	59	40	129	67	93	107	126	73	

What the Letters Mean

The letter names of the sixteen types ("ENFJ," for example) are based on four pairs of letters: (E-I), (S-N), (T-F), and (J-P). They represent the four Jung-Myers dimensions of personality. Each pair of letters forms a spectrum, and thus no single letter should be taken as naming a type of person (there are no "Extraverts" or "Thinkers," etc., as such). A personality is a complex unity of traits. These letters merely suggest stronger or weaker tendencies in a person's overall makeup. The pairs of letters stand for the following concepts:

Extroversion (E)	vs.	Introversion (I)
Sensing (S)	vs.	Intuition (N)
Thinking (T)	vs.	Feeling (F)
Judging (J)	vs.	Perceiving (P)

An explanation of each of the letters appears on the next pages. In analyzing your team, you can consider distribution of letters throughout your team to see potential team strengths and weaknesses.

What the Letters Mean (continued)

Team Distribution	
Extraversion (E) 9 (90.0%)	Introversion (I) 1 (10%)

The terms "Extraversion" and "Introversion" generally refer to how people interact with other people (socializing) and how they direct their energy and seek information.

Remember, however, that no one is simply an "Extravert" or an "Introvert." These terms are end points on the E-I scale, with most everyone falling somewhere in between, having in their makeup 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 is the most fluid and situational.

Extraversion (E)

People with preferences for Extraversion tend to enjoy:

- Developing ideas by discussing them with others
- Having people around, working in groups and teams
- Having lots of interaction and socializing

People who score high in the Extraversion scale tend to be expressive and outwardly directed. They are likely to "Say" first, then "Listen" second. They are likely to first look outwardly for information, and then process the information they have found by discussing it with others.

Another way to look at it is that people who are Extraverted are energized by being around people and talking. They can lose energy when they are alone for long periods of time, or are in environments where they can't interact frequently.

People strong in Extraversion seem more comfortable socializing with groups than being alone. They report that they are energized by contact with other people. Quiet and seclusion can actually exhaust such persons, and they report feelings of loneliness (or *power drain*) when not in contact with others.

If there are many extraverted members on the team, then be aware that they may not be getting enough quiet time to recharge.

Introversion (I)

People with preference for Introversion tend to enjoy:

- Having long periods of quiet time to think through problems
- Working in small groups or alone
- Being able to solve problems without being asked to make a decision

This is a sample version of the Team Temperament™ Report, utilized for training purposes in the Temperament Certification™ course.

More information for this section is available in the full Team Temperament™ Report.

They tend to be attentive and inwardly focused. They will first look inwardly for information they have found after

They are energized by being around people and talking. They have to do a lot of

They are more energized by being alone than in a group, listening to others. If required, they tend to put forth great effort in quiet places to rest

If there are many introverted members on the team, then be aware that they cannot freely and

Appendix

Team Map Explained

The Temperament Map was designed to help you see where they fit within the group. The map is divided into four quadrants: Guardians (SJs) are placed in the green quadrant. Rationalists (NTs) are placed in the yellow quadrant. Idealists (NFs) are placed in the red quadrant. Artisans (SPs) are placed in the blue quadrant.

Each quadrant (temperament) has 16 separate sections; each section represents a different personality type.

Where an individual is placed in the map shows a preference for Extroversion or Introversion. Those who are more extroverted, are placed closer to the outer circumference of the circle, the more attentive, are placed closer to the center of Introversion.

Keirsey Temperament Theory describes four temperaments: Guardian (SJ), Rational (NT), Idealist (NF), and Artisan (SP). Guardians are found to the right and above the red line. Rationalists are found to the right and below the yellow line. Idealists are found to the left and above the red line. Artisans are found to the left and below the yellow line.

Keirsey describes those who prefer Judging (J) or Perceiving (P) as "Judging" and are found to the left and above the red line. Those who prefer Perceiving (P) or Judging (J) as "Perceiving" and are found to the right and below the yellow line.

This is a sample version of the Team Temperament™ Report, utilized for training purposes in the Temperament Certification™ course.

More information for this section is available in the full Team Temperament™ Report.

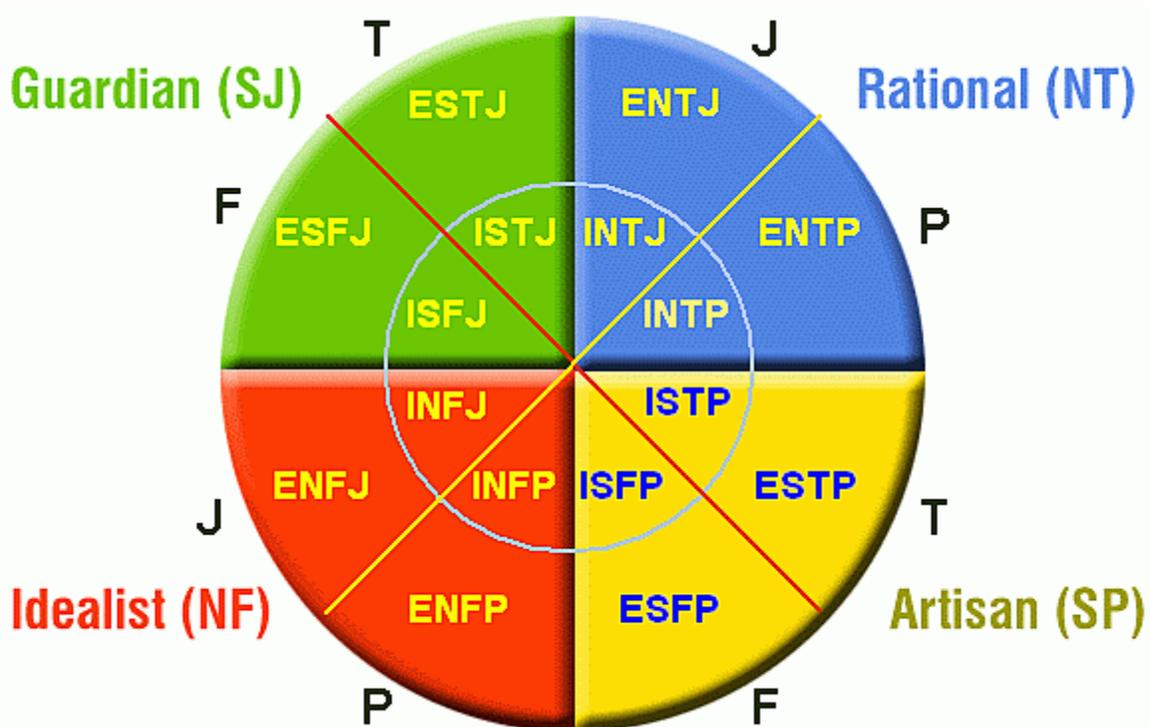
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