

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



# TEMPERAMENT WORKBOOK

# Intro

In the Keirsey Temperament Framework, there are four temperament types, referred to as the **Artisan**, **Guardian**, **Idealist**, and **Rational**.

Each of these four temperament types can be further divided into four sub-types, meaning that there are four kinds of Artisans, four kinds of Guardians, four kinds of Idealists, and four kinds of Rationals—making for a total of sixteen personality types. Differentiating down to these sixteen types allows us to capture key differences in greater detail.

**Artisan**    **Guardian**    **Idealist**    **Rational**



# How to Take the Keirsey Assessment

**W**elcome to the Keirsey Assessment. For the best results, we recommend that you do the following:

**1** Finish the assessment by selecting either A or option B for each question. To each question should take approximately 10 - 15 minutes.

In response to each question, it is important that you answer the question by thinking about how you are and to refrain from thinking about how you wish you were. You are expected to be by

You may feel like a fit. In the case of a tie, "Which is more comfortable pick that one."

After 70 questions, we will allow you to self-score your results. It is important to refrain from trying to score the assessment at the same time that you are answering the assessment questions. (For now, please ignore the blue section at the bottom of each page, where you will calculate the totals for your A and B responses).

# Take the Keirsey Assessment

TOTAL YOUR A AND B ANSWERS FROM EACH COLUMN

<p><b>1. Do you find that most of your thoughts are</b></p> <p>A Expressed out loud to others</p> <p>B Kept silently to yourself</p>	<p><b>2. Are you more</b></p> <p>A Observant than introspective</p> <p>B Introspective than observant</p>	<p><b>3. With people are you usually more</b></p> <p>A Firm than gentle</p> <p>B Gentle than firm</p>	<p><b>4. Is clutter in the workplace something you</b></p> <p>A Take time to straighten up</p> <p>B Tolerate pretty well</p>
<p><b>5. Waiting in line, do you often</b></p> <p>A Chat with others</p> <p>B Stick to business</p>	<p><b>6. Is it worse to</b></p> <p>A Have your head in the clouds</p> <p>B Be in a rut</p>	<p><b>7. Are you more comfortable in making</b></p> <p>A Critical judgements</p> <p>B Value judgements</p>	<p><b>8. Is it your way to</b></p> <p>A Make up your mind quickly</p> <p>B Pick and choose your length</p>
<p><b>9. At a party do you</b></p> <p>A Interact with</p> <p>B Interact</p>	<p><b>10. Are you more</b></p> <p>A than ideational</p> <p>B than sensible</p>	<p><b>11. In making up your mind are you more likely to go by</b></p> <p>A Data</p> <p>B Desires</p>	<p><b>12. Do you tend to</b></p> <p>A</p> <p>B</p>
<p><b>13. Do you tend to</b></p> <p>A Say right out what's on your mind</p> <p>B Keep your ears open</p>	<p><b>14. Do you tend to be more</b></p> <p>A Factual than speculative</p> <p>B Speculative than factual</p>	<p><b>15. In sizing up others are you more likely to be</b></p> <p>A Objective and impersonal</p> <p>B Friendly and personal</p>	<p><b>16. Do you prefer</b></p> <p>A Scheduled activities</p> <p>B Unscheduled activities</p>

COLUMN 001

COLUMN 002

COLUMN 003

COLUMN 004

A

B

Total

A

B

Total

A

B

Total

A

B

Total

# Take the Keirsey Assessment

TOTAL YOUR A AND B ANSWERS FROM EACH COLUMN

61. Do you value in yourself more that you are

- A Reasonable
- B Devoted

62. Is it preferable mostly to

- A Make sure things are arranged
- B Just let things happen naturally

63. Which seems the greater fault

- A To be too compassionate
- B To be too dispassionate

64. Do you tend

- A Disorderly
- B Opportunities for change

65. Are you swayed more by

- A Convincing evidence
- B A touch of emotion

more

- A More than whimsical
- B More than routinized

to you  
A S  
length

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table

Do you see yourself as

- A Thick-skinned
- B Thin-skinned

is it more natural for you to

- A Point out mistakes
- B Try to please others

COLUMN  
013

COLUMN  
014

A

Total

B

Total

A

Total

B

Total



## Self-Score Your Results

Now that you have answered all 70 questions, it's time to go back and self-score your results. On the next couple pages you will find an easy-to-use step-by-step instructions. Using the Self-Score Guide will assist you in totaling up all of your A and B responses to calculate a 4-Letter Code (i.e. ESTP, INFJ, INTP, etc.) which corresponds with one of 16 personality types. Once you have figured out your 4-Letter Code, you will be able to go on to the next step to read and understand your temperament and personality profile.

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# Self-Scoring Guide Instructions

Artisan

Guardian

Idealist

Rational



**1** Go back to the assessment questions and add up the totals for your A and B responses for each COLUMN and write that number in the blank boxes below each COLUMN. Do this for COLUMN 001 through COLUMN 014. (See sample on the right side)

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17. Do you tend to

- A Say right out what's on your mind
- B Keep your ears open

COLUMN 001

A	B
3	2
Total	Total

**2** Once you have all of your total scores filled in, transfer those numbers from each COLUMN to the appropriate COLUMN in the Self-Scoring Guide on the next page. (For example, the total numbers from COLUMN 001 in the assessment should be transferred to the COLUMN 001 blank spaces on the Self-Scoring Guide.)

COLUMN 001		COLUMN 002	
A	B	A	B
3	2	4	1
+	+	+	+
COLUMN 005		COLUMN 006	
A	B	A	B
4	1	2	3
+	+	+	+
COLUMN 009		COLUMN 012	
A	B	A	B
3	2	4	1
+	+	+	+

**3** In the Self-Scoring Guide, add totals for your A and B responses in the first column.

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**4** Circle the letter with the higher score. If the scores are tied, circle the note in the parentheses.

**5** Transfer the circled letter from step 4 to get your 4-letter combination.

**6 Special Note:** If you score a tie on any of the pairs in step 4, then circle neither, but put a large X in the circle instead. If you have an X in your 4-letter combination, you should read the two possible corresponding profiles and choose the one more like you. For example, if your 4-letter combination is ESXJ, then reading both ESTJ and ESFJ portraits may help you find the right one, or if your 4-letter combination is XNFP, you should read both the INFP and ENFP profiles. You will find individual profiles on the page number indicated after completing the Self-Scoring Guide.

A	B
4	1
+	+
=	
7	
Total	

Circle S or N

(S) (E) (S)

**Keirsey Assessment  
Self-Scoring Guide**

<b>COLUMN 001</b>	<b>COLUMN 002</b>	<b>COLUMN 003</b>	<b>COLUMN 004</b>
A B	A B	A B	A B
<input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/>
+ +	+ +	+ +	+ +
<b>COLUMN 005</b>	<b>COLUMN 006</b>	<b>COLUMN 007</b>	<b>COLUMN 008</b>
A B	A B	A B	A B
<input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/>
+ +	+ +	+ +	+ +
<b>COLUMN 009</b>	<b>COLUMN 010</b>	<b>COLUMN 011</b>	<b>COLUMN 012</b>
A B	A B	A B	A B
<input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/>
+ +	+ +	+ +	+ +
<b>COLUMN 013</b>	<b>COLUMN 014</b>	<b>COLUMN 015</b>	<b>COLUMN 016</b>
A B	A B	A B	A B
<input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/>
+ +	+ +	+ +	+ +
<input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/>
Total Total	Total Total	Total Total	Total Total
Circle <b>E or I</b>	Circle <b>S or N</b>	Circle <b>T or F</b>	Circle <b>J or P</b>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

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My 4-Letter Combination



**Read and  
Verify Your  
Results**

**N**ow that you have your 4-Letter Combination results, it's time to read and verify your profile. In this next section, you will find the descriptions of each of the four temperaments and the sixteen types.

If you find yourself constantly asking, "Wow! How did they know this about me?" It means that you were accurately typed. If on the other hand, you find yourself saying repeatedly, "I don't think this describes me." It means that you were probably mistyped, and you should read other profile descriptions to find your match. Once you've identified your temperament profile, you can use this knowledge to reflect on who you are, and how you can further grow as a person.

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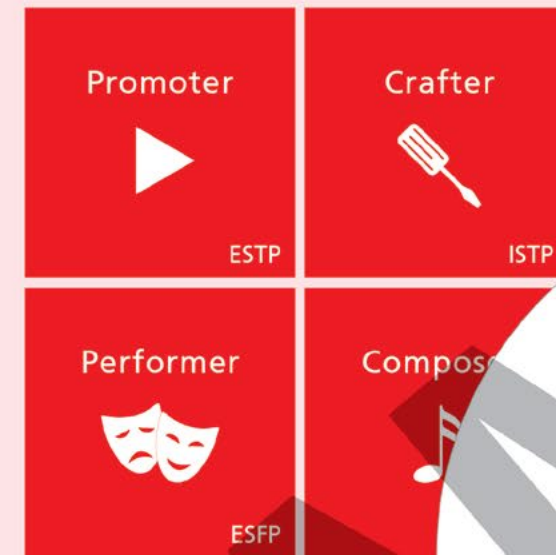
**4**

If your profile doesn't describe you, read the introductory overviews of the four main temperaments (the Artisan, the Guardian, the Idealist, and the Rational), to determine which of the four you are first.

**5**

Then try to narrow down which of the sub-types matches you best under your main temperament. It may be helpful to talk to others who know you well about your profile.

# Artisan



Artisans value **potency, generosity, creativity** and **adaptability**. They have **tactical** talents in sales, **marketing**, operations, and various forms of **art**, especially with their **hands**, troubleshooting and management. They value **texture, variety, and their skills**. They are **excitedly** engaged in their work, **acting** on their impulses and making **decisions**. They are **just** getting started, **igniting** actions, seizing **opportunities**, and forging **onward** when others have given up.



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# Idealist

Idealists value **meaning integrity** and **human development**





They have **diplomatic** talents in **mentoring** and personal **communication**, **resolving conflicts**, and **harmony**, good **relationships**.

They value **harmony**, good **relationships**, and **communication**.

They are **team players**, **cooperating** and **harmonizing** with others. They are **diplomats**, **peacemakers**, and **relationship builders**. They are **team players**, **cooperating** and **harmonizing** with others. They are **diplomats**, **peacemakers**, and **relationship builders**.

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<p>Teacher</p>  <p>ENFJ</p>	<p>Counselor</p>  <p>INFJ</p>
<p>Champion</p>  <p>ENFP</p>	<p>Healer</p>  <p>INFP</p>

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# Artisan

SAMPLE

Promoter

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**ALL ARTISANS  
SHARE THE  
FOLLOWING CORE  
CHARACTERISTICS**

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**Artisans are exc  
want to make a splash, action,  
prize freedom, and dream of mastering action  
skills.**

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# ▶ Artisan Promoter (ESTP)

## magnetic

Promoters have a knack for knowing where the action is. They 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 most everyone they meet. Promoters exude charisma and their flamboyant style makes them irresistibly captivating.

## present

Promoters are engaging and fully present with their audience. They poetically persuade others to have confidence in them and to go along with whatever they propose. They are highly energetic and can energize others. Their "in the moment" spontaneity keeps things exciting. Promoters are enterprise moving on the cutting edge. They are so engaging with people; they are reading people's faces, observing body language, hyper-sensitive to subtle cues that give away another's intentions.

## unpredictable

They are smooth operators, usually calm and collected. Promoters are confident and negotiators. In crisis situations, they become restless when things are not on their terms. Since they are always jumping from one activity to the next, they come across as unpredictable, but to themselves, they are actually quite deliberate about their movements. Those that are closest to them are fellow sprinters who move just as quickly. In relationships, others may feel that the only certainty in Promoters is that things are uncertain.

## risk-taking

Promoters are daring thrill seekers, and feel quite at ease exposing themselves and their enterprises to risk. They firmly believe in the axiom, "The greater the risk, the greater the reward." The higher the stakes, the more bold they become—for it is only when the thrill looms in the air, that they are stimulated to move. They encourage others to take bold risks, and can be impatient with weakness and timidity. These thrill-seeking entrepreneurs are decisive, and are not afraid to take risks.

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Promoters are aggressive—without compromise—and negotiators. They are energetic and produce results. They are military-style, willing to do whatever it takes to achieve their goals. They are able to advertise or publicize their endeavors, and to maneuver others in the direction they want them to go. It might be said that people are instruments in the hands of these Promoters, and that they play them artistically.

# 🔪 Artisan Crafter (ISTP)

## fearless

Crafters have a risk taking nature, and are utterly fearless in their actions. They exude an inaudible intense energy, which cannot go without notice. They display a piercing and penetrating expression through their eyes, focusing on the goal at hand. Crafters are decisive and act quickly in the moment, unhindered by the threat of consequences. In everything they do, they seek adventure. They thrive when they are stimulated, as they live on the adrenaline and rush of peak experiences.

## audacious

Crafters are bold and courageous in their approach to life. They do not let other's opinions of them determine how they should act. They are ever confident, and see the world as an exception to the norm, not bound by rules. They do not play by the rules, and have the audacity to go with their gut instinct in making bold moves. When others say "it can't be done!" They say "I'll do it on my own, at the home run."

## camaraderie

Crafters seek out a strong ally or foe to protect others to be able to hold their own. They are never called upon. They are not for the faint of heart. They stick together in the fierce. Those who do not meet their standards are excluded from their pack without apology. To those they love, they give generously of their time, and are committed to go the distance. They see their partners as fellow warriors who they are willing to die for.

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## coordinated

Crafters are naturally coordinated with using their body movements and senses. They connect themselves to objects they intend to utilize for manipulation. While coordination is often a skill to be learned or practiced by most people, for Crafters it is a part of who they are and how their body naturally moves. They work tirelessly to master their technique and skills. Their desire for mastery is insatiable. They relentlessly pursue perfection and do not stop until it's just what they need.

Crafters have a natural instinct to gain any advantage. They are tactical and do not give up. They are tactical and do not give up. They are tactical and do not give up. They are tactical and do not give up.

Crafters are naturally independent. They do not follow through on everything according to plan. They use their freedom to seek adventure. They need to be free to move in order to feel alive. They forge onward with bold steps without giving any credence to rules or regulations. Crafters cannot be contained or tamed.

# Guardian

SAMPLE

Supervisor      nspe



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CHARACTERISTICS:**

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Guardians  
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Guardians are concerned with no trust  
authority, join groups, seek security, prize  
gratitude, and dream of meting out justice.

# Guardian Provider (ESFJ)

## integrity

Providers seek to conduct themselves with integrity in all of their interactions with others. For these individuals integrity is about being moral, dependable, beneficent and respectable. They have a strong set of values with clear "should" and "shouldn'ts" which they expect others to abide by. Being integrity means that they are consistently applying the same rules of consideration across all of their relationships. They are naturally conscientious and orderly—and make for extremely loyal team players.

## providing

Providers make it their aim in life to be a supplier of life necessities to those under their care. Their providing skills extend across the board from physical needs to social, emotional and mental needs. These great nurturers will do whatever is needed, and may spend much energy to ensure that they deserve to be. They make hosts, able to remember people's names and needs after a single introduction. They are concerned about the needs of others and want to insure that everyone is taken care of for the future.

Providers are the most outgoing and most social of all; always extending themselves to others in a friendly and warm manner. They are natural social contributors, happily giving their time and energy to make sure that social functions are a success. These expressive individuals are personable and talkative, and may become restless when isolated from human interaction. With their pleasant outgoing personalities, Providers strike up conversations about any concrete topic with just about anyone.

## caring

Providers are happiest when they express themselves in a personal manner as they give nurture. Their caring is most evident in the way they are continually checking in on others, to make sure that all is well. In giving care, they do so out of a genuine concern rather than out of duty and responsibility. The kind of care they give is a high degree of warmth and sincerity. Providers are sincerely devoted to their relationships, and they are usually friendly and helpful.

Providers take a step-by-step approach to solving problems, precisely as a part of a long history of past, going with the grain of things, inventing new solutions. They believe that the best way to solve a problem is to have a pessimistic view of the situation. Providers carry out their duties with precision. They are the most organized of all, and they plan and plan.

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Providers are the most outgoing and therefore the most social of all. They are always extending themselves to others in a friendly and warm manner. They are natural social contributors, happily giving their time and energy to make sure that social functions are a success. These expressive individuals are personable and talkative, and may become restless when isolated from human interaction. With their pleasant outgoing personalities, Providers strike up conversations about any concrete topic with just about anyone.

# Guardian Protector (ISFJ)

## dedicated

Protectors derive a great deal of satisfaction from caring for others, and they offer their comfort gently and helpfully. Though they present a quiet reserve, these individuals are friendly and fond-hearted in nature. They enjoy assisting the downtrodden and can handle disability and neediness in others better than most. Protectors are devoted and loyal to their superiors. They influence those around them by setting an example of humility, service, and dedication.

## self-sacrificing

Protectors are extremely industrious, working tirelessly, as they sacrificially give of themselves to the institution. They offer their services in a form of guarding against life's pitfalls and dangers, that is, seeing to the security of all those who are under their care. Their greatest contribution is their self-denial, as they go about their duties and tasks modestly and unassumingly. Protectors are the least self-interested of all, and they will undertake a task if it is necessary, and in the most humanly possible way.

## providing

Protectors are the most diligent and therefore the most organized of all. They are always extending themselves to others in a friendly and warm manner. They are natural social contributors, happily giving their time and energy to make sure that social functions are a success. These expressive individuals are personable and talkative, and may become restless when isolated from human interaction. With their pleasant outgoing personalities, Providers strike up conversations about any concrete topic with just about anyone.

## thorough

Thoroughness, and attention to detail are trademarks of Protectors. They base their self-image on being seen as dependable, efficient, and respectable—and to that end they are extremely careful in their work. With their extraordinary sense of safety and responsibility, and with their unusual talent for executing tasks in a precise manner, they excel in roles that require their logistical brilliance to shine. Protectors possess a singular sense of purpose that causes them to focus on their work with precision.

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# Idealist

Teacher

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CHARACTERISTICS:**

Idealists pride  
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Idealists  
spiritual  
journeys

**Idealists make intense mates, nurturing  
parents, and inspirational leaders.**

## 🚩 Idealist Champion (ENFP)

### passionate

Champions have a wide range and variety of emotions, and a great passion for novelty. It is important for them to embark on a journey that feels fresh, new, original, and unique. Anything less feels stale and something that they cannot be passionate about. Their feelings are powerful, and so they seek to inspire and motivate others to feel as they do. Champions inspire because they have first been inspired. Their passion can only be displayed when it is the natural overflow of what resides within.

### exploring

Champions have a probing nature, always exploring to find the idea or opportunity that holds promise. Believing that the world is interconnected, people are interrelated. When people are interdependent, these natural explorations for patterns and relationships. This exploration makes them exciting. Once people or projects become interesting, Champions are likely to become very involved. "What might be" is always the focus. "What is" is not.

### networking

Champions are natural networkers. They are good at initiating meetings and conferences. They are good with people and make extensive use of their interpersonal powers. They usually have a wide range of personal contacts, expending energy in maintaining both professional and personal relationships. Champions prefer to approach relationships in an inclusive and collaborative fashion, where everyone has a voice, and mutual respect is paramount.

### enthusiastic

Champions are tireless in conversing with others. Their enthusiasm is boundless and is often contagious, making them the most infectious of all. Their irrepressible expressiveness compels them to be the champions of cause. Their assurance emanates from within. Their enthusiasm is received by others as an authentic expression. Champions, "what they do" is not a strategy, it is an extension of who they are—"what they do" is tied to their personality.

Champions have a kind of spontaneous intention. This intention always to be communicated both internally and externally. They are the kind of people who find it hard to live when they are not living for themselves and others. Champions do not have a sense of being ingenuously. They are not just for themselves as well.

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Champions find new outlets for their energy and themselves. They are good at getting people together. This allows them to connect from unusual places. They are good at juxtaposition. They are unconventional and possess a nonconformist nature. This creativity empowers them to be great at having an alternative perspective. Champions are dreamy and highly imaginative, leading them down various paths which eventually merge together in ways that are meaningful for them.

## ⊕ Idealist Healer (INFP)

### reconciling

Healers find a tremendous sense of purpose in being a facilitator of reconciliation. They seek internal healing within themselves, external healing with others, and eternal healing with the sacred. They seek to mend those divisions which plague their private life and their relationships. They yearn to conciliate, to lead others to a place of restoration—that is, to restore lost unity, integrity, or harmony. They are the reconcilers of all that does not fit. They extend their hands to those who have been excluded, discarded, and forgotten.

### inspiring

When it comes to the matters of the heart, Healers can be enormously inspiring because they are willing to be vulnerable with others. They are the first to be willing to sacrifice. They confess their fears, and admit their weaknesses. This kind of authenticity inspires others to engage in communication by being vulnerable. They connect on a vulnerable level. They share their own stories to help others.

### harmonious

Healers are naturally inclined to great harmony. They are sensitive to conflict. They are sensitive to the feelings of others, and with sincere devotion they aim to resolve wherever possible. They are well aware of people and their feelings, and relate well to most others, but with some reserve. Absolute loyalty is what they provide and expect, so any act of divisiveness is considered an act of betrayal. Healers want to do things differently, by coming at a situation from an alternative, yet harmonious angle.

### nurturing

Compassion is defined as a "sympathetic consciousness of others' distress together with a desire to alleviate it." For Healers, their expressions of nurturing stem from their profound personal journey of redemption. It is a connection, sharing in people's suffering, chronic difficulties, and pain. This sensitivity to pain allows them to connect with those who feel despair and brokenhearted. They approach people in need with a sensitivity that is unparalleled.

Healers are fervent in their desire to bring peace to the world. They are deeply and passionately involved in the special persons who are in their lives. They live in the midst of an intensely battle within. Their struggles are often hidden in those safe places. They can be an inspiration in their struggles.

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Healers are their greatest gift. They are the ones who keep them inspired. They are the ones who go forth into the world. They are ready to make themselves involved. They live for their dreams, and look for connections with others who share in their vision. Healers have a profound sense of idealism about who they are and who they hope to become. When they are convinced that their dream must be fulfilled, they believe in it, and they forge ahead with perseverance.

**Congratulations!** You have completed the first three steps: you've successfully completed the Keirsey Assessment; self-scored your results; and you've had the chance to read and verify your profile. As you were reading about your profile, you may have thought about others in your life, wondering what temperament they are. We suggest that you talk to the people in your life, so that you can learn more about them. This will help you to develop strategies on how you might further grow as a person, and improve your relationships.

In this fourth and final step of the Keirsey Workbook, we'd like you to move from self-awareness to social-awareness by making the effort to see how you fit with others. In the pages of this last step, take a read of the pages where we provide further overviews of the four temperaments. We also encourage you to go back and read about each of the temperament/personality types, and how you are different from them. Thank you for completing your journey with us!



## See How You Fit With Others

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4

What Motivates The Four Temperaments

5

How the Four Temperaments Lead

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our life?

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our  
aments Contribute

## What are the temperaments of the people in your life?

Artisan



Who are the Artisans in your life?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Guardian



Who are the Guardians in your life?

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- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
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- \_\_\_\_\_

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Idealist

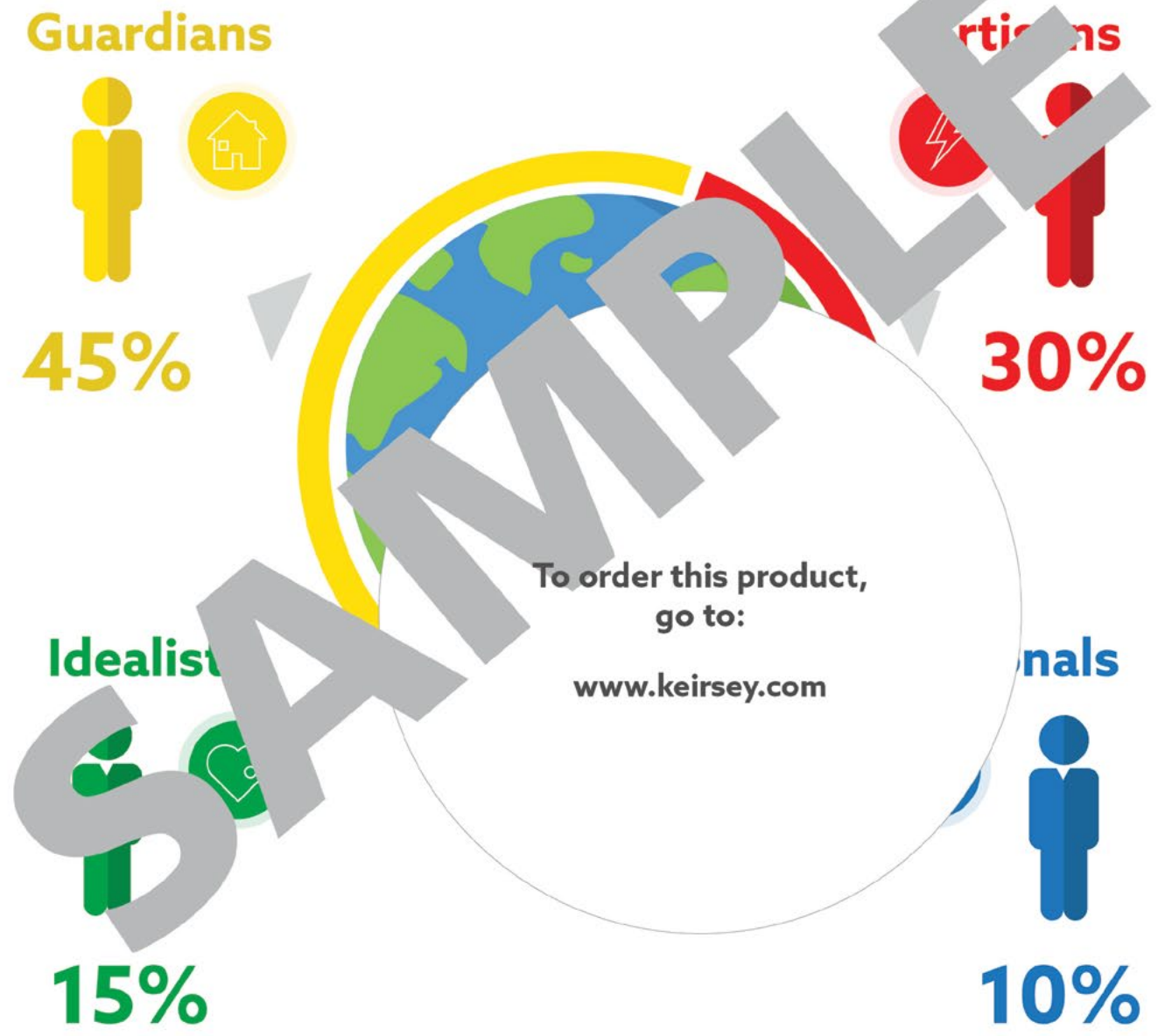
Who are the Idealists in your life?

- \_\_\_\_\_
- \_\_\_\_\_
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Who are the Idealists in your life?

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- \_\_\_\_\_

# World Distribution of Temperament



# What The Four Temperaments Contribute





# What Motivates The Four Temperaments

**Artisan**

- Having new challenges and problems to fix.
- Being able to master skills and develop new talents.
- Being able to make decisions autonomously, and their instinct to determine what needs to be done and how to do it.

**Guardian**

- Having a clear path for the future and a plan with milestones to accomplish.
- Being able to help others and to be helpful.

**Idealist**

- Working on projects that offer an opportunity for personal growth and their learning edge.
- Being able to help others and to be helpful.

**Rational**

- Working on projects that offer an opportunity for personal growth and their learning edge.
- Being able to help others and to be helpful.

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# How the Four Temperaments Lead

**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.

They offer praise and appreciation easily and generously and they will go to great lengths to give their employees good working conditions.

Artisans act swiftly, making decisions on the fly. They enjoy working here and now and being concrete.

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**Guardians**

lead by setting a good example of hard work. They are very organized and dependable. Their team members rely on them for their own well-being. They are helpful, respectful. They can be organized and see a job through to the end.

They are very organized and see a job through to the end. They think that if you don't work and having a good time, you are not completing a job. They are very organized and see a job through to the end.

Guardians are very organized and see a job through to the end. They think that if you don't work and having a good time, you are not completing a job. They are very organized and see a job through to the end.

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**Idealists**

lead others by connecting personally with team members 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.

They lead by enthusiasm and by creating a positive outlook of the future.

They are generous with their compliments and encouragement, and they take a genuine interest in others' goals and aspirations.

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**Rationals**

lead others by presenting a clear vision of where the team 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.

They encourage others to innovate and create new ideas to contribute to the project at hand.

They are usually persuasive but not forceful and tend to build many alliances and networks.

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# What is Keirsey?

Keirsey transforms your understanding of yourself and others, providing clarity on who you are, what you do, and how you relate to others. Our integrated system of solutions for you and your organization includes four areas of service which include:

that brings offers an provide



Keirsey's Please Understand Me series has sold more than 4 million copies.

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Over 50 million people from 170+ countries have experienced Keirsey.

ne United y utilize Keirsey.

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20 LANGUAGES

Keirsey has been translated into more than 20 different languages.

10,000

More than 10,000 people use Keirsey on a daily basis.

All four of our service areas are designed to work together as an integrated system.

## 01 Assessments

## 02 Workshops

## 03 Coaching

## 04 Certifications

# KEIRSEY WORKSHOPS



## KEYS FOR HIGH PERFORMANCE

RESOLUTION ENERGY

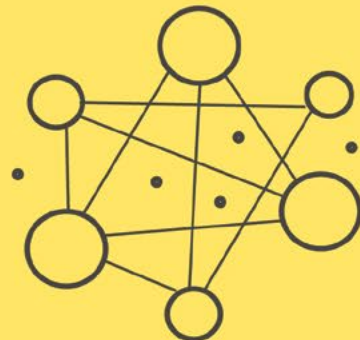


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SERVICE

STRATEGY



Our Keirsey Workshops have been utilized by a wide range of organizations. There is no industry which Keirsey has not touched. Over the past 20 years, we have invested a massive amount of our intellectual capital to study organizations. In doing so, we were able to identify the key factors which empower them to truly thrive. The Keirsey Workshops are a series of solutions which are offered in conjunction with our assessments. They have the power to shift your organization to operate at its very best, like never before.

## LEADERSHIP

VISION



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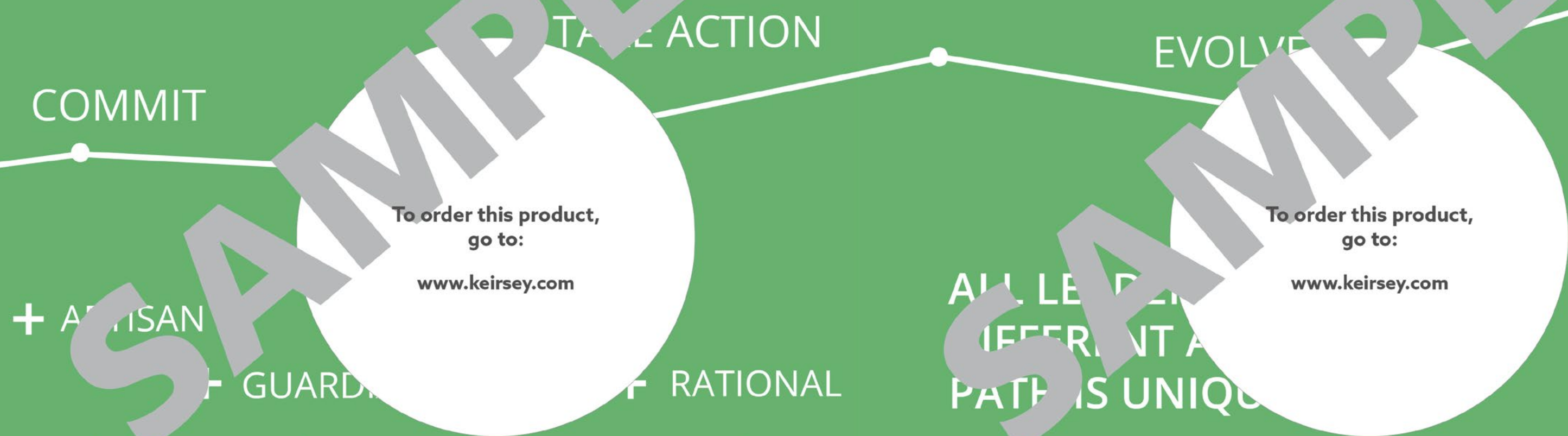
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**SOME ORGANIZATIONS SURVIVE  
WHILE OTHERS THRIVE. DO YOU  
HAVE THE FACTORS FOR HIGH  
PERFORMANCE?**

# KEIRSEY COACHING



We have had the privilege to work with and study more than 10,000 leaders over the past ten years. And our findings have lead us to create a coaching model that is transformational. Leaders we have worked with have repeatedly stated that Keirsey Coaching is unlike any other leadership development experience they have ever engaged in. Our model takes into account your entire life, providing you with the lenses to see your leadership journey in a way that you have never seen before. We provide you with the perspective to create the best for your life with the rest of your life.



# KEIRSEY CERTIFICATIONS



## ARTISAN

grow best by stimulation

## GUARDIAN

grow best by instruction

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BE THE EXPERT  
GROW OTHERS IN THEIR  
LEADERSHIP

A Keirsey Certification is unlike any other training program offered of its kind. This stems from our belief that people are different. All of you come from different industries, face different challenges, have different solutions you'd like to master, have various educational backgrounds, have different temperaments, and different learning styles. Therefore, we adapt our content to fit your unique context. Each of our certifications are customized for you in a private learning engagement. We provide training that is immediately applicable in the short term, while it can also be utilized for a lifetime. We measure the effectiveness of a certification program not by how well you do on an exam, but by whether you are making an impact in your world with what you've learned.

## IDEALIST

grow best by mentoring

## ANALYTICAL

grow best by analysis

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Our mission is to change the  
world by helping people  
understand each other.

