Table 10.3: Values of the Four Personality Temperaments

	Idealist (NFs, or iNtuiting-Feeling)	Guardian or Traditionalist (SJs, or Sensing-Judging)	Rational or Conceptualizer (NTs, or iNtuiting-Thinking)	Artisan or Experiencer (SPs, or Sensing-Perceiving)
How to identify	Values personal growth and interested in bringing meaning, wholeness, and harmony to people's lives. Creative, intuitive, ethical, sympathetic, insightful. Often drawn to counseling, social work, professional coaching, and facilitator roles.	Typically takes pleasure in playing by the rules, bringing order and structure to organizations, following chain of command, and doing the right thing. Often drawn to management, engineering, programming, and technical roles.	Persistently and consistently rational in their actions. Analytical, systematic, competent, efficient, exacting, and independent. Understands abstract or complex, theoretical ideas. Often drawn to management or executive roles.	Lives for action, adventure, and the present moment. Risk taker. Likes autonomy, action, variety, and freedom for spontaneity. Stays open to possibilities. Stores up useful facts. Often drawn to performer, crisis management, sales, or negotiator roles.
How to connect with	Acknowledge the importance of harmony in work relationships and an ideal, meaningful work environment. Use metaphors to drive home points. Be thoughtful around an Idealist!	Deliver factual, reality-based responses in a sequential, logical, detailed fashion. Value stability, rules, regulations, and conformity. Be respectful around a Guardian or Traditionalist!	Emphasize impressive training or credentials. Stress visioning, logic, innovation, mastery, progress, and excellence. Be confident around a Rational or Conceptualizer!	Deliver solutions that are practical and effective to help them get what they want. Value action, excitement, and variety. Avoid giving too many details. Be practical around an Artisan or Experiencer!
Example wording	"When working with team members, I think it's important to help each one develop and grow, both professionally and personally."	"When working with team members, I like to provide enough structure so that people know what's expected of them."	"When working with team members, I set big-vision goals, assign the most qualified person to individual tasks, and settle for nothing less than excellence."	"When working with team members, I give people the freedom to act autonomously. What's most important is what we accomplish."