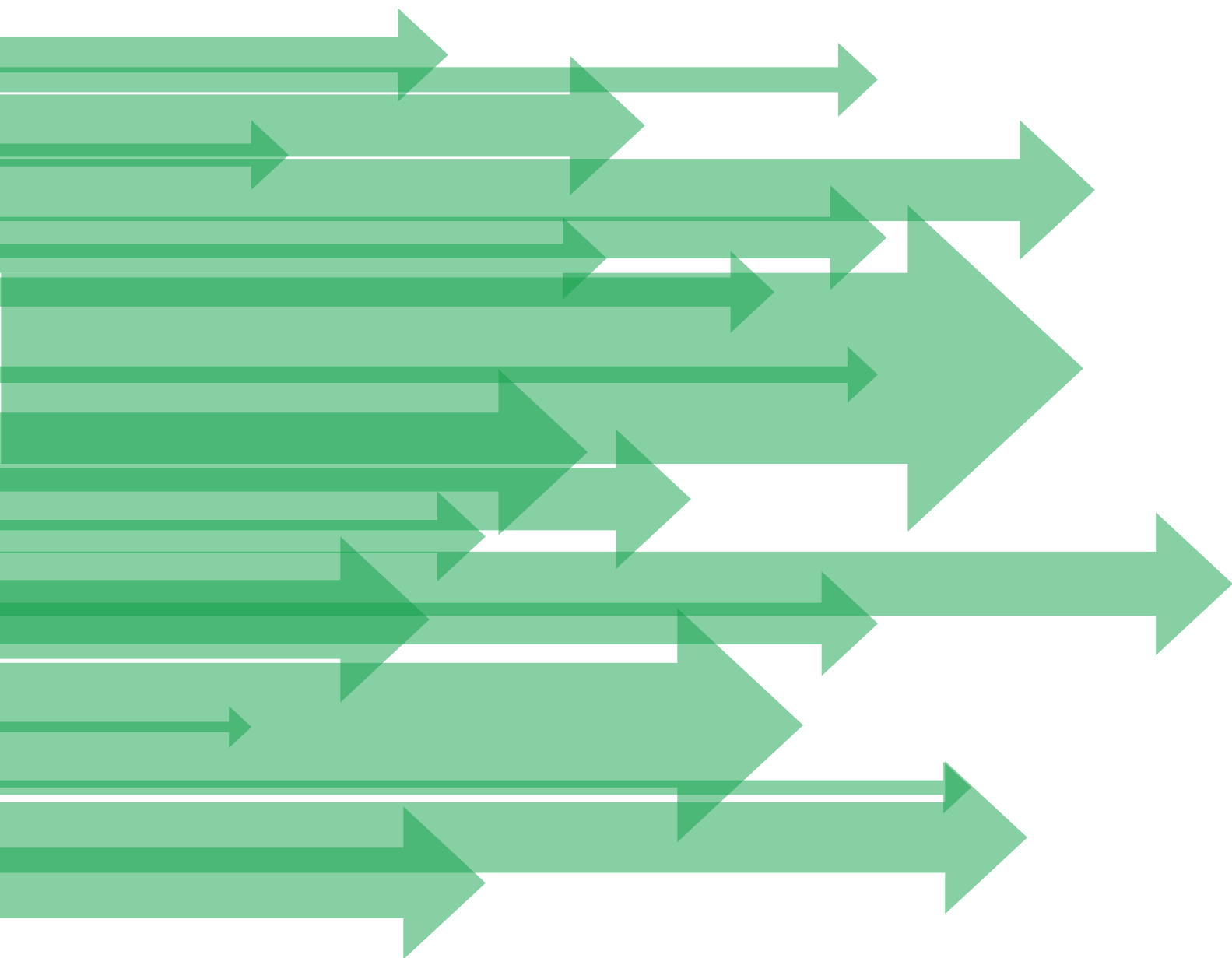


# ANTHONY DATTOLO

Idealist Champion ENFP

## TEMPERAMENT & CAREERS



This report has been  
prepared exclusively for

**Anthony Dattolo**



January 28, 2019

**98A123442C**

"There is much to be gained by appreciating differences, and much to be lost by ignoring them or condemning them. But the first step toward seeing others as distinct from yourself is to become better acquainted with your own traits of character."

- David Keirse

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This report is designed to help you understand yourself and how your temperament shapes your career.

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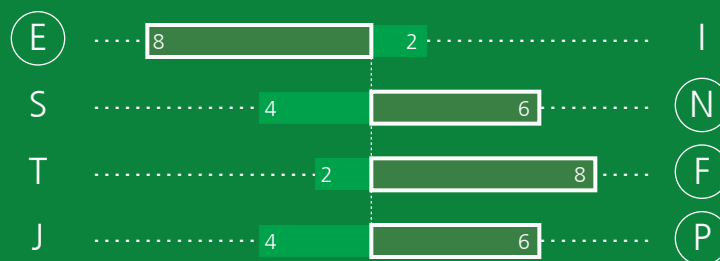
Diplomatic Leadership  
The Champion as a Leader  
Famous Idealist Champions

# Idealist Champion

ENFP



Anthony Dattolo





# Understanding You and Your Career

# ABOUT YOUR TEMPERAMENT

→ Idealist Champion ENFP

Anthony Dattolo

Idealist Champion ENFP

98A123442C

Your particular personality type, the **Idealist Champion (ENFP)**, makes up little more than 3-4% of the total population. Yet their ability to inspire people with their enthusiasm and idealism has given them influence far beyond their numbers.



## 15-20% of the population are Idealist

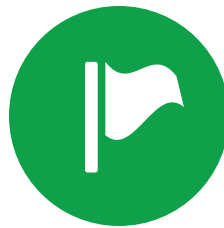
There are four types of **Idealist (NFs)**: **Teachers**, **Counselors**, **Champions**, and **Healers**. These four personality types share several core characteristics.



Teachers  
ENFJ



Counselors  
INFJ



Champions  
ENFP



















Healers  
INFP

# OBJECTIVE

## → Temperament and Careers

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

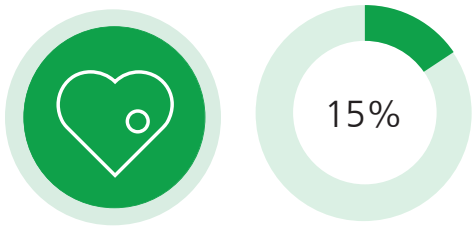
This report is designed to help you understand how the needs and preferences of your temperament shape your career development process. It includes a list of occupations that match the typical work style shared by people of your temperament.

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

# AN OVERVIEW

→ Temperament and Careers

# IDEALIST



## Idealists

are spiritual, intuitive people who can enjoy spending a great deal of time and energy working toward a better understanding of who they are. The ultimate hope of this group is to attain true wisdom. For the most part, Idealists are enthusiastic individuals who can find joy in meaningful relationships as well as the world around them. People of this temperament can pride themselves on being loving, kindhearted, and authentic. Other fine traits include being more giving and trusting than many around them. An often-passionate temperament that yearns for romance, Idealists can make intense mates, nurturing parents, and inspirational leaders.

All Idealists share the following core characteristics

- 1 Idealists pride themselves on being loving, kindhearted, and authentic.
- 2 Idealists are enthusiastic, trust their intuition, yearn for romance, seek their true self, prize meaningful relationships, and dream of attaining wisdom.
- 3 Idealists tend to be giving, trusting, and spiritual and are focused on personal journeys and human potential.
- 4 Idealists make intense mates, nurturing parents, and inspirational leaders.



# AN OVERVIEW

→ Temperament and Careers

# OTHER TEMPERAMENTS

## The Four Temperaments



**Artisan**

Optimistic  
Daring  
Adaptable  
Excited  
Impulsive  
Enticing  
Playful  
Tactical



**Guardian**

Factual  
Cautious  
Respectable  
Dependable  
Law-Abiding  
Concerned  
Steady  
Logistical



**Idealist**

Imaginative  
Romantic  
Authentic  
Intuitive  
Relational  
Kindhearted  
Empathetic  
Diplomatic



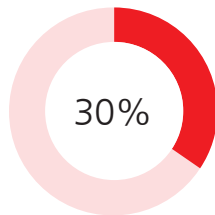
**Rational**

Ingenious  
Calm  
Innovative  
Logical  
Curious  
Independent  
Pragmatic  
Strategic

# AN OVERVIEW

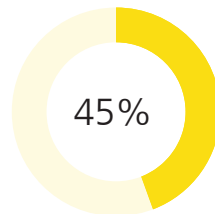
→ Temperament and Careers

# OTHER TEMPERAMENTS



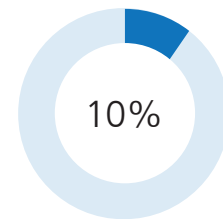
## ARTISANS

are the temperament with a natural ability to excel in any of the arts—not only the fine arts such as painting and sculpting, or the performing arts such as music, theater, and dance, but also the athletic, military, political, mechanical, and industrial arts, as well as the “art of the deal” in business.



## GUARDIANS

are the cornerstones of society, for they are the temperament given to serving and preserving our most important social institutions. Guardians have natural talent in managing goods and services—from supervision to maintenance and supply—and they use all their skills to keep things running smoothly in their families, communities, schools, churches, hospitals, and businesses.



## RATIONALS

are the problem solving temperament, particularly if the problem has to do with the many complex systems that make up the world around us. Rationals might tackle problems in organic systems such as plants and animals, in mechanical systems such as railroads and computers, or in social systems such as families, companies and governments. Whatever systems fire their curiosity, Rationals will analyze them to understand how they work, so they can then figure out how to make them work better.

# AN OVERVIEW

## → Temperament and Talent Relationship

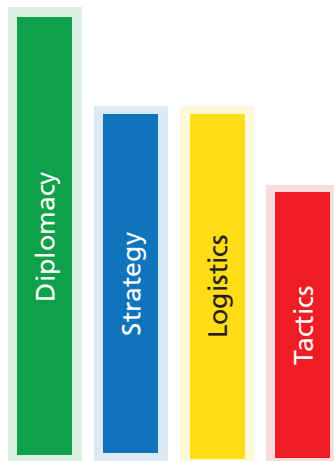
### What is the Relationship Between Temperament and Talent?

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

#### Temperament and Intelligent Roles

- 
Artisan  
TACTICAL
- 
Guardian  
LOGISTICAL
- 
Idealist  
DIPLOMATIC
- 
Rational  
STRATEGIC

Relative Strengths of Intelligent Roles in Idealists



An individual's innate type of intelligent role is determined by temperament; however, the degree of skill in that role is determined by practice. Leaders who study temperament and talent can achieve higher results and productivity by recognizing and developing the natural talents of their team members. The best policy for a leader of any temperament is to look for the best intelligence and talent match and put it to work where it is most effective.

# AN OVERVIEW

## → Temperament and Talent Relationship

### Artisan **TACTICAL**

Artisans are best when they can use their tactical skills that enable them to look at resources available in the moment and make the most of them. They are unusually skilled in being able to react quickly in emergencies. Artisans are most comfortable working in the moment without an excess of constraints or red tape. Tacticians are valuable since they can quickly react to changes in circumstances.

### Guardian **LOGISTICAL**

Guardians are at their best when they can use their logistical skills to ensure that the proper equipment is in the proper place at the proper time. They are most comfortable when following step-by-step procedures and fulfilling their place within the hierarchy. Guardians and their logistical skills are valuable since if supplies are not available when needed or if critical procedures are not followed, any company can run into difficulty.

### Idealist **DIPLOMATIC**

Idealists do their best work when they can use their diplomatic skills to communicate with others. They are particularly gifted in helping others perceive how valuable they are and how their gifts can best be applied within a company's workforce. With their ability to envision future possibilities for people, they encourage all to learn new skills. They act as the oil that keeps teams working harmoniously and efficiently together.

### Rational **STRATEGIC**

Rationals use their strategic skills in envisioning and setting long-term goals and milestones for meeting objectives. For Rationals, everything is part of a system. Making things work is a matter of understanding the strategic impact of each part of the system and manipulating them accordingly. The rarest of all gifts, the ability to think in the long-term and create new possibilities is particularly valuable in business.

# Idealist



## How Your Temperament Shapes Your Career

As an Idealist, your best bet is first to do some soul-searching about your life purpose. Think about how you might live out that purpose, whether in a job, career, or non-paying work. Decide how you want to make your living within the context of your whole life, then interview people who are doing the work you're considering. How you approach this depends on how outgoing you are.

For some, meeting a wide range of people and exploring all kinds and levels of positions is the best strategy. For others, working through personal contacts and initiating in-depth conversations with selected mentors is better. In either case, stay focused on your goal of putting together a life that is both meaningful and prosperous. Otherwise you may enjoy the discovery process so much that you are tempted to stay in the quest rather than make a decision about your career!

# THE IDEALIST ROLE AT WORK

## Idealist

### Aptitudes

People who share a temperament often share aptitudes: those things that a person can do well without much training, enjoys doing, and will usually volunteer to do when the opportunity arises.

talent for written and oral communication

respond well to individual and group needs

interpersonal skills

enable harmony in the workplace

mediate others

### Communication

Idealists reported that their talents for written and oral communication were among their most valuable contributions to their workplaces. Idealists combine fluency with language and sensitivity to individual and group needs. Words—both spoken and written—are their primary tools, whether those words entertain, explain, advocate, mediate, translate, persuade, or express.

### Interpersonal Skills

Idealists also claimed good interpersonal skills. Perhaps the best support for this claim is their over-representation in the counseling profession. Even when they do not work as counselors, Idealists use their interpersonal savvy as managers, mediators, and employees who enable harmonious work relationships.

# THE IDEALIST ROLE AT WORK

# Idealist

enjoy counseling others

work well with people

seek growth in others

stimulated by connecting with others

strength in diplomacy

## Favorite Activities

Idealists are interested in personal growth—for themselves and for others—and in harmony and understanding between people. They are happiest with positions that provide them with formal or informal opportunities to promote people's growth and welfare. Many Idealists counsel professionally as therapists, spiritual directors, and high school and college teachers.

Keirse describes Idealists' communication style as abstract. They are keenly aware of the way that judicious use of analogies, metaphors, and stories can bridge gaps in understanding. While skills and abilities are important, people perform best and are most satisfied when engaged in activities they enjoy.

### Counseling

More than half of the Idealists in our poll reported that they enjoy counseling tremendously. While other temperaments may be stressed by listening to other people's problems, Idealists feel uplifted by being able to work closely with other people, helping them to grow.

### Working with Others

Idealists enjoy talking with others during the workday. The exact context of the activity varies. While more extroverted Idealists may enjoy spending time in meetings, working on dynamic teams, or unscripted public contact, those who are introverted are more likely to enjoy one-on-one contact or even rehearsed public speaking as experts on topics that excite them.

# THE IDEALIST ROLE AT WORK

## Idealist

### Values

People most enjoy working where they can relate to their co-workers and to the world as their own values would dictate. For Idealists, harmony and benevolence are top values.

Seek meaningful connections

harmony & benevolence

interpersonal relations

inclusive to team members

deep passion for the welfare of others

### Altruism

Idealists value altruistic service more than any other temperament. In institutional work, they must believe in the organization and the human benefits it produces. All people need meaningful work; however, "meaningful" is defined differently by each temperament. For Idealists, in order to be meaningful, work should provide direct, personal benefit to others.

### Teamwork

Teamwork is also important to Idealists, who are stressed and distracted by interpersonal conflict. They sometimes shy away from benign disagreements and from expressing their needs to others. Ironically, formal team environments do not always suit their preferences: the Idealist envisions an inclusive team that accommodates the needs of each, not one that sacrifices the uniqueness of each to form a group whole.



# THE IDEALIST ROLE AT WORK

## Idealist

### Rewards

With their concerns about authenticity, Idealists may have the most trouble of all the temperaments finding balance between their personal loyalties to people (in their work and personal lives), allegiance to institutions, and integrity (upholding their own values). In the most popular Idealist careers, i.e., teaching, ministry, counseling, Idealists have private, personal relationships with their clients or charges. When working for organizations, Idealists must share the institution's values. Since Idealists often cannot meet all of these sometimes-conflicting needs in their paid work, they seek benefits that support their pursuit of outside priorities.

authenticity

seek flexibility

devoted to maintain  
personal relationships

desire for shared  
values

life-work balance

### Flexibility

Flextime enables Idealists to juggle eclectic interests and inject variety into their lives. Many Idealists hold multiple jobs, simultaneously work on several creative projects, and devote more time than other temperaments do to maintaining personal relationships. They find it difficult to compartmentalize those things and often create lifestyles that allow them to integrate their roles.

### Balance

Life-work balance programs help Idealists to maintain family and community commitments that they are unwilling to defer for the sake of career objectives. Idealists may perceive these programs as a sign that the company takes good care of its employees.



# Learn About Your Temperament in the Workplace

# BEING A CHAMPION

## → About You

### ECLECTIC

Champions like you often see life as an exciting drama filled with possibilities. As a result, you usually like to remain in the mix rather than risk letting meaningful events or fascinating people pass you by.

### PASSIONATE

Champions like you often possess both a wide range of emotions and a great passion for novelty. As a result, you likely consider intense emotional experiences as being vital to a full life. Also, because Champions tend to be the most outgoing of the Idealists, you probably can't wait to tell others about the extraordinary—and even ordinary—things that you do.

### ENTHUSIASTIC

Others may know you as a tireless talker, however, you're not simply a gossip running off at the mouth or even just a storyteller. On the contrary, you may tend to speak or write in the hope of either revealing some truth about human experience or motivating others with your convictions. You can also have a strong drive to speak out on issues and events. When you couple these things with your usual enthusiasm and natural talent for language, Champions like you can be the most vivacious and inspiring of all the types.

### AUTHENTIC

As a Champion, you can be fiercely individualistic as you strive to reach a level of personal authenticity. This intention always to be yourself can be quite attractive to others. Another unique and special quality is your intuitive power. Being able to read what is going on inside of others and react accordingly can give special significance to your words and actions. Champions can become

stressed if they feel backed into a corner by situations in which all options are closed or if they are forced to make immediate decisions, which require a heavy focus on facts and data.

### EXPLORING

Far more than the other Idealists, you tend to be a keen and probing observer of the people around you. You can also be capable of intense concentration on another individual. This sensitivity and alertness ensures that you're almost always there when needed, especially in emergencies. Additionally, because you're constantly scanning your social environment, no intriguing character or silent motive is likely to escape your attention.

### NETWORKING

Because you can be so good with people, you probably retain a wide range of personal relationships. At times when you show your trademark warmth and energy, you're a very likable, easygoing person. This is true in professional situations as well as personal ones. Not only do you usually make a good first impression, but you can possess a brand of spontaneity and exuberance that draws people in. As a result, a wide variety of people may vie for your company. Use your positivity and confidence in the goodness of life as much as you can. Such a nature makes good things happen. Champions become stressed by loss of valued relationships or isolation. In their desire to be involved in the excitement of everything that's going on around them, Champions often need to make sure they don't over-commit themselves, leading to a reputation for under-delivery.

# BEING A CHAMPION

→ 7 Things About You



## IDEALIST CHAMPION ENFP

### Idealist Champions are apt to:

- 1 Have a strong commitment to the progress and growth of those around you.
- 2 Want to be a part of everything going on around you, especially if it calls for innovation and a realization of dreams.
- 3 Have a natural skill at networking and integrating many perspectives.
- 4 Understand the unsaid and serve as an inspiration for others.
- 5 Need variety in what you do and new challenges that tap into your creativity.
- 6 Prefer a minimal set of rules and regulations to allow for more personal expression.
- 7 Be hypersensitive to criticism, which you can interpret as rejection.

### 7 Things to Be Aware of:

- 1 Your enthusiasm may seem overly intense to some people in some situations.
- 2 Your pursuit of novelty means you sometimes move on before you harvest the fruit of your own ideas.
- 3 You may unrealistically expect other people to be as excited about your projects or goals as you are.
- 4 You may have a tendency to stir things up just to see what comes out of it, without considering the consequences.
- 5 You have great difficulty making choices; you may be seen as a dilettante.
- 6 Nonconformity may mean that you underachieve or are a late bloomer to success.
- 7 Your dislike of repetition can lead to your being less than conscientious.

# BEING A CHAMPION

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→ 7 Things About You

## 7 Things You're Good At

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1

Because you are slow to dismiss "inappropriate" notions, you often arrive at the kinds of brilliant solutions that seem obvious once they are implemented.

2

Your taste for adventure means that your out of the box thinking doesn't come from thin air; you draw on an unusually broad diversity of experiences and observations.

3

You can be as supportive and protective of other people's wild ideas as you are of your own and help to keep your workplace from stagnating.

4

You may find that you are often the only person willing to say something that desperately needs saying.

5

You are very articulate and use that gift to dispel conflict that arises from misunderstanding.

6

You can often talk your way into or out of situations.

7

You think well on your feet.

A unique and special quality is Champion's intuitive power. Being able to read what is going on inside of others and react accordingly can give special significance to their words and actions.



# Choosing the Best Occupation

# BEING A CHAMPION

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## Champions and Choosing the Best Occupation

You perceive your surroundings as a living tapestry. Existing ideas, individuals and groups of people, products, services, or relationships trigger flashes of insight about how “what is” might unfold into “what might be.” You live for an exciting future that you may perceive as more vivid than the present.

In your ideal job environment, you are asked to constantly stretch your imagination. You feel rewarded when you are free to share your insights with people who encourage your creativity and who support the unpredictable process by which you narrow down the stream of ideas into innovations that are meaningful within the scheme of your personal values. Though you are comfortable with leadership, you find arbitrary hierarchies distasteful: your ideas are alive; they’re your babies. Deep down, you’re offended by the notion that you must justify them.

Like other Idealists, you are wired to pursue personal growth, authenticity, and integrity. You yearn to develop yourself fully as an individual and to facilitate that growth in others. You tend to thrive when you can turn your attention to the personal concerns of your co-workers, clients, and customers, as well as to your own personal growth.

# BEING A CHAMPION

→ Choosing the Best Occupation

## Your Ideal Work Environment

- 1 Provides opportunity for conversations with people with whom you can brainstorm and share ideas.
- 2 Allows and encourages you to innovate, giving you room to experiment.
- 3 Exposes you to new ideas and experiences.
- 4 Lets you combine people, ideas, products, and services in new and unusual ways.
- 5 Provides a lot of variety.
- 6 Takes place in an expressive, harmonious environment.

Champions tend to be a keen and probing observer of the people around them. This sensitivity and alertness ensures that they're almost always there when needed, especially in emergencies. Additionally, because they're constantly scanning their social environment, no intriguing character or silent motive is likely to escape their attention.



# BEING A CHAMPION

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→ Choosing the Best Occupation

## 4 Tips to Help You Find the Right Workplace

1

Seek out an aesthetically pleasing, personal, democratic environment in which you and your co-workers are free to be yourselves and to build friendships.

You will probably be stressed by workplaces that require a lot of social conformity or competition and where titles, rank, and credentials are more important than unique contribution. The goals of the organization and your work itself must be in harmony with your beliefs and values.

2

Be wary of career moves that take you away from the core of what you love.

You feel rewarded when you serve other people directly through your creative and original expression and improving yourself through learning and positive relationships. Being highly compensated for what you do and the status of your job or the business where you work matter less for you than for the other temperaments.

3

Don't underestimate the value of life experience you picked up beyond the parameters of formal schooling or paid work.

An ability to carry insights from one domain to another is the natural result of your enthusiasm combined with the fluid intelligence that results in the most often cited Idealist weakness—dislike of detail.

4

Consider creating your own job.

Consider working for yourself or promoting yourself to organizations as a unique package who can expand the usefulness or enhance the value of their product or service.



# Your Leadership Style



# Idealist DIPLOMATIC LEADERSHIP

## PEOPLE-ORIENTED

Idealist leaders use their diplomatic talents to create and nurture productive personal relations. Idealists are people-oriented and tend to become committed to the progress of their followers, always alert to possibilities in both career development and personal growth. These leaders might be called Inspirational because they have a natural ability to animate, motivate, and even inspire their people to do their very best work and to work together in an atmosphere of mutual caring and respect.

## NURTURING

When in charge of personnel, Inspirational leaders focus primarily on the potentialities of their staff and secondarily on the rules and regulations of the institution. Idealists are naturally participative and democratic leaders, preferring a climate where meetings are unstructured and everyone has a vote. Their ideal is an informal, harmonious, nurturing work place, with documents and products as supportive tools rather than primary objectives.

Inspirational leaders give their team members considerable personal freedom to be creative and encourage them to take initiative, but this may result in projects getting off schedule or the team moving in a non-productive direction. Idealist leaders have to bear the responsibility for this, which can cause them a good deal of grief. If their people are under criticism from superiors, or if things do not go well within their unit, Idealists may quickly lose confidence, internalizing what may be the failures of others as their own failures.

## SYMPATHETIC

Idealists are sympathetic to their people, willing to listen to employee troubles, and sincerely concerned with employees' personal problems. However, Inspirational leaders sometimes find that their involvement with employees takes too high a toll on their time and energy, leaving them with little left for themselves. Because they are so generous with their time, and so responsive to other people's needs and priorities, Idealists can find themselves neglecting their own family, community obligations, or recreational time. Idealists need to schedule renewal time for themselves so they do not have their energies drained to the point of emotional exhaustion.

## ENTHUSIASTIC

With the proper balance of professional and private time, Inspirational leaders are enthusiastic advocates for their business or organization. They are forever looking for, and reacting to, the best in their company, office, school, church, and so forth, and they are happy to tell people about all the good things they see. Idealists often have a gift for speaking and writing and can be quite compelling when expressing themselves through words.

# THE CHAMPION AS A LEADER



**They have sensitivity to social undercurrents that others may not see and may give these issues a voice.**



Champions have a natural social network and usually know everything going on in a company that has a personal tone to it. They have sensitivity to social undercurrents that others may not see and may give these issues a voice. People see this ability to see into others as almost magical. Champions' sense of ethics is strongly developed, and they will be among the first to object when anyone is mistreated or if anyone is cheating. They need to feel connected to others and can often be found outside their office making these connections. They tend to form strong bonds with their employees for whom they act as an enthusiastic cheerleader. Excellent catalysts for change and for growth, they will lose faith in others who cannot "get on board." Communication with Champion leaders is best if it is upbeat, verbal, and has a personal meaning.



## Idealist Champion Leadership Traits

### Idealist Champions are apt to:

- Lead in a democratic and participative way through their energy and enthusiasm for causes.
- Be committed to progress and growth of their staff rather than development of corporate policies and procedures.
- Be driven to create a better future and have a natural skill at networking and integrating many perspectives.
- Need variety in what they do and new challenges that tap into their creativity.
- Expect employees to be self-starting, find ways around obstacles, and seek needed help.
- Have low tolerance for negative feedback for themselves or others, preferring inspiring words.
- Communicate through seeing the good and potential in everyone and everything.

# Keirse 160

## Famous Leaders

# Idealist Champion

## The Inspirational Leader

<p><b>JOAN BAEZ</b></p> <p><b>1941-Present</b></p> <p>"My concern has always been for the people who are victimized, unable to speak for themselves and who need outside help."</p>	<p><b>MARIAN WRIGHT EDELMAN</b></p> <p><b>1939-Present</b></p> <p>"No person has the right to rain on your dreams."</p>	<p><b>ARIEL DURANT</b></p> <p><b>1898-1981</b></p> <p>"If you have character, endeavor, personality, courage and the capacity for concentrated labor, you will do what is your destiny—and perhaps, even do it well."</p>	<p><b>HELEN KELLER</b></p> <p><b>1880-1968</b></p> <p>"It is a terrible thing to see and have no vision."</p>	<p><b>ELIZABETH CADY STANTON</b></p> <p><b>1815-1902</b></p> <p>"Thus far, women have been the mere echoes of men. Our laws and constitutions, our creeds and codes, and the customs of social life are all of masculine origin. The true woman is as yet a dream of the future."</p>
<p><b>BONO</b></p> <p><b>1960-Present</b></p> <p>"When the story of these times gets written, we want it to say that we did all we could, and it was more than anyone could have imagined."</p>	<p><b>DALAI LAMA TENZIN GYATSO</b></p> <p><b>1935-Present</b></p> <p>"Your cultivation of love and great compassion should not be left in a state of mere imagination or wish alone; rather, a sense of responsibility, a genuine intention to engage..."</p>	<p><b>MARTIN LUTHER KING, JR.</b></p> <p><b>1929-1968</b></p> <p>"Our lives begin to end the day we become silent about things that matter."</p>	<p><b>NELSON MANDELA</b></p> <p><b>1918-2013</b></p> <p>"For to be free is not merely to cast off one's chains, but to live in a way that respects and enhances the freedom of others."</p>	<p><b>ROBERT SARGENT SHRIVER, JR.</b></p> <p><b>1915-2011</b></p> <p>"He who knows all things and believes nothing is damned."</p>

## → Frequently Asked Questions

### WHAT IS TEMPERAMENT? WHAT DOES IT HAVE TO DO WITH MY CAREER?

Temperament theory describes distinct patterns of approaching the world. Just as young children show a preference for using the right or left hand from a very early age, people seem to display one of the four temperaments: Artisan, Guardian, Rational, or Idealist. Unless you are blocked or deflected from doing so, you develop a unique personality that expresses that temperament.

You will be most satisfied with your work if you choose an occupation that permits you to be yourself—one that encourages and rewards your natural preferences.

As an example, most people of the Rational temperament like to work in a self-directed manner. They prefer taking orders only from people who have earned their authority having demonstrated their own expertise. People of the Guardian temperament, by contrast, are comfortable nestled within a hierarchy, where they have a named role between their superiors and subordinates.

### Can My Temperament Tell Me What Career to Pursue or Whether or Not I Should Take a Particular Job?

#### **Temperament alone cannot determine your career choices.**

**First**, temperament is more likely to influence your choice of role and function within a career field than to dictate the path itself. For example, a Rational who chooses a career in the business world is more likely to be an engineer than a stockbroker. However, a Rational reared in a family with a long tradition of work in the arts may be drawn more to one in motion picture sciences than to a business career.

**Second**, temperament is one of many filters that contribute to your ultimate choice of work. Some people will sacrifice fit out a sense of duty to a particular cause:

Richard is an Idealist whose father had been a successful executive for a major international oil company before leaving the corporate world to establish his own import-export business. His mother's family was actively involved in the management of an insurance company. Ever since he could remember he assumed he, too, would become a businessman. After he completed his military service, he obtained his MBA from a top Ivy League business school and went to work for an international financial services company. Over the next 15 years he worked for a number of investment banking firms, where he was a successful broker and trader. However, he always felt unfulfilled: he knew there was much more to being successful than making money. Several years ago, he made a conscious decision to found an Internet company where he could align his work, his convictions about the world, and his beliefs about himself. He craved authenticity. Richard's company is up and running, is profitable, and he has never had so much fun nor felt as fulfilled as he finds himself now.

Some people value status or need money and will sacrifice their temperamental preferences to acquire those things:




Angela is an Idealist who entered the professional clergy because she was drawn to the religious life as she imagined it—immersing herself in theological concepts and communion with God, working intimately with congregants, and attending to the poetic and aesthetic work of writing sermons and planning ceremonies. Her articulate and caring manner earned her an appointment as leader of a small congregation. As a sole administrator, Angela finds that she cannot retreat into ideas and warm relationships the way she had fantasized. Her responsibilities require her to draw on capacities that are outside of her Idealist preferences. Angela must make strategic decisions, monitor operational systems, and manage volunteers and staff as they complete routine tasks. Sometimes, on various community boards, she has to act like a tactical politician. She understands that serving her flock means going beyond her own comfort zone.

#### TEMPERAMENT TIPS

- Your temperament is fundamental to your optimal ways of learning and working.
- Trying to force yourself to become what you're not is likely to lead to dissatisfaction in your career and possibly to poor performance as well.

→ Frequently Asked Questions

# What Motivates People of Different Temperament?

			
<p><b>Artisans</b></p> <p>Artisans (SPs) are wired to seize freedom and spontaneity. They hunger for the liberty to act on their impulses, to play, and to create. Artisans thrive in “action” occupations—those that involve precision, endurance, strength, boldness, and timing.</p>	<p><b>Guardians</b></p> <p>Guardians (SJs) are wired to seek belonging to a group or community. They stabilize relationships and institutions through responsible, conventional, and traditional behavior. They thrive as conservators who establish, nurture, and maintain social structures.</p>	<p><b>Idealists</b></p> <p>Idealists (NFs) are wired to pursue personal growth, authenticity, and integrity. They yearn to develop themselves fully as individuals and to facilitate growth in others. Idealists thrive when they can turn their attention to personal concerns of their co-workers, clients, and customers and their own personal growth.</p>	<p><b>Rationals</b></p> <p>Rationals (NTs) are wired to acquire competence and intelligence. They strive to learn, know, predict, and control the resources and ideas in their environment. They thrive in intellectually stimulating, innovative work environments where they are recognized for their expertise.</p>