

Temperament-based Strategies for Excelling in the Workplace

BEN WOELK- TCUK 2018



Your Facilitator



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Workshop Overview

Foundations

Workplace Challenges

Revive and Thrive

Develop Action Plans

Foundations

Understanding strengths and weaknesses: The role of personality typing and temperament

MBTI vs. Keirsey (Review Wenger and Woelk, “An Introduction to Type”)

Foundations

Understanding strengths and weaknesses: The role of personality typing and temperament

- Why does this matter?

Foundations

Overview of personality types

- Extravert/Introvert
- Sensing/iNtuitive
- Thinking/Feeling
- Judging/Perceiving

People who prefer...

<p>Extraversion</p> <p>Gain energy from the external world of people, objects, and events</p>	<p>Introversion</p> <p>Gain energy from the internal world of thoughts, ideas, and emotions</p>
<p>Sensation</p> <p>Trust facts and focus on detail</p>	<p>Intuition</p> <p>Trust insight and focus on the big picture</p>
<p>Thinking</p> <p>Seek to objectively remove themselves from a situation when making decisions</p>	<p>Feeling</p> <p>Seek to empathetically project themselves into a situation when making decisions</p>
<p>Judgment</p> <p>Seek closure and make decisions as soon as sufficient facts are known</p>	<p>Perception</p> <p>Keep their options open as long as possible in case new facts or opportunities arise</p>

MBTI

Focus on cognitive processes

Dives deeply into each dimension of personality (all 16 types)

Pairings are often N/S with F/P (**heart of type handout**)

- INFJ vs INTJ

Distribution

	Total	ISTJ	ISFJ	INFJ	INTJ
E	45–53% 49.3%	11–14% 11.6%	9–14% 13.8%	1–3% 1.5%	2–4% 2.1%
I	47–55% 50.7%				
S	66–74% 73.3%	ISTP 4–6% 5.4%	ISFP 5–9% 8.8%	INFP 4–5% 4.4%	INTP 3–5% 3.3%
N	26–34% 26.7%				
T	40–50% 40.2%	ESTP 4–5% 4.3%	ESFP 4–9% 8.5%	ENFP 6–8% 8.1%	ENTP 2–5% 3.2%
F	50–60% 59.8%				
J	54–60% 54.1%				
P	40–46% 45.9%	ESTJ 8–12% 8.7%	ESFJ 9–13% 12.3%	ENFJ 2–5% 2.5%	ENTJ 2–5% 1.8%

http://www.myersbriggs.org/_images/estimated_frequency_table.gif. The table is based on MBTI® results from 1972 through 2002, including data banks at the Center for Applications of Psychological Type; CPP, Inc; and Stanford Research Institute (SRI).

Exercise

Build a house

Share house descriptions

Keirsey

Temperaments

- Observable behavior
- Four pairings based on
 - Words
 - Abstract
 - Concrete
 - Tools
 - Utilitarian
 - Cooperative

Keirsey

		Words	
		Abstract	Concrete
Cooperative	Tools	Abstract NF Cooperator	Concrete SJ Cooperator
	Utilitarian	Abstract NT Utilitarian	Concrete SP Utilitarian

<https://davidmarkkeirsey.wordpress.com/2018/07/31/slow-ideas/>

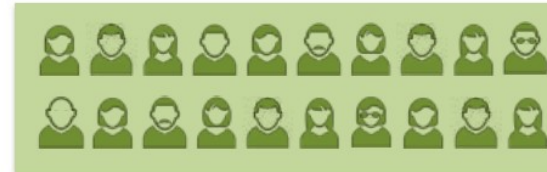
Keirsey Temperament Types

Four main temperament types

- Concerned with observable behavior
- Based on pairs
- SP Artisan
- SJ Guardian
- NF Idealist
- NT Rational



Rational
5-10%



Idealist
15-20%



Artisan
30-35%



Guardian
40-45%

<https://www.stc.org/intercom/2017/03/broke-and-busy-an-alternative-to-traditional-persona-modeling-using-keirsey-temperament-theory/>

SJ—Guardians

Sympathetic and friendly

Focus their attention on facts, which they handle with personal warmth.

Like work that is social and service-oriented.

Look for affiliation, personal interaction, support.

Want to “provide practical service to others.”

Personal service and health care appeal to them.

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.

<https://www.bayt.com/en/specialties/q/162140/what-are-the-four-main-temperament-types-called-within-david-keirseys-temperaments-personality-theory/>

SP—Artisans

Practical and matter of fact

Focused on facts

Like work that's efficient and data oriented

Stability, accountability, control

Want to “Get it right”

Manufacturing, military

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.

<https://www.bayt.com/en/specialties/q/162140/what-are-the-four-main-temperament-types-called-within-david-keirseys-temperaments-personality-theory/>

NF—Idealists

Enthusiastic and insightful

Focus their attention on possibilities, which they handle with personal warmth.

Like work that is creative and growth-oriented.

Look for personal meaning, self-expression, growth.

Want to “empower.”

Communication, counseling, and the arts appeal to them.

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.

<https://www.bayt.com/en/specialties/q/162140/what-are-the-four-main-temperament-types-called-within-david-keirsey-s-temperaments-personality-theory/>

NT—Rationals

Logical and ingenious

Focus their attention on possibilities, which they handle with impersonal analysis.

Like work that is effective and competition-oriented.

Look for rationality, opportunity, long-range visions.

Want to “understand.”

Start-up organizations and scientific and technical fields appeal to them.

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.

<https://www.bayt.com/en/specialties/q/162140/what-are-the-four-main-temperament-types-called-within-david-keirseys-temperaments-personality-theory/>

Activity

Write about this (write and share)

Foundations

Reveal and discuss—participants' temperaments

Break

Handout—Questionnaire and in-depth descriptions

Read and complete

Review in-depth descriptions at Keirse.com

Workplace Challenges

Workplace challenges (discussion)

Misunderstandings

Communication preferences

Working with other types

- Introversion vs Extraversion
- Rationals vs Idealists
- Artisans vs Guardians

Work environment issues

Revive and Thrive

ISTJ (review handout)

Stress triggers:

Deadlines

Dealing with the unexpected

“winging it”

Covering for others who are not doing their jobs

Being taken for granted

Coping strategies:

Time alone

Support from others to accomplish objectives

Completing small projects

Validation of competence and previous accomplishments

Key Work and Career Questions (review handout)

ISFP: friendly, gentle persuaders, flexible

What is really important to me in my work?

Is this work aligned with my values?

Will this work allow me to attend to people's immediate needs?

ENTP: ingenious, quick, outspoken

What possibilities will this job open up?

Will my creative ideas be encouraged?

Will I be valued for thinking outside of the box?

In the Workplace

REMEMBER THE DISTRIBUTION

Up to 50% Guardian

25% Artisans

15% Idealists

10% Rationals

WHAT TEMPERAMENT TYPE IS YOUR BOSS?

Idealists

LIKE

Respect cooperation and diplomacy

Independent efforts

Praise teams

Value harmony and individual growth

Concerned for individuals

Long-term health of organization

DON'T LIKE

Processes and structures that disregard people

Concrete facts and numbers

Big decisions that negatively affect team morale

<http://www.keirsey.com/personalityzone/wz57.asp>

Guardians

LIKE

Respect authority (Defer to boss)

Values established processes, proven methods, proper channels

Concrete results and details matter

Organization over needs of individual

DON'T LIKE

Interdependent view

Potential or unnecessary risks (Chaos)

Rocking the boat

Artisans

LIKE

Results and getting things done

Ends justify the means

Thrill of competition—winning matters

Negotiation may be brutal

DON'T LIKE

Details of team members

Small talk

Excuses

Anything that stands in the way of reaching goal

Despise red tape

Doesn't care about long-term morale

<http://www.keirsey.com/personalityzone/wz56.asp>

Rationals

LIKE

Respect competency above all else

Expect others to accept your logic or debate you

Question status quo

Pragmatic

Finding a better way

DON'T LIKE

Skeptical of hierarchy and positional authority

Personal anecdotes during presentations

Needs of organization or individuals take a back seat

<http://www.keirsey.com/personalityzone/wz58.asp>

The Open Workplace

CHALLENGES

1. No down time
2. Interruptions
3. No privacy
4. Office is too busy
5. Need to focus on work

RESPONSES

1. Take more lunches and coffee breaks by yourself.
2. Create a signal to let others know you're concentrating
3. Create a sense of private space within your personal area
4. Note what times of the day and days of the week are typically quieter in the office, and use those times for more difficult work or even downtime for yourself
5. Book a small meeting room on a semi-regular basis, but don't invite anyone else

<http://www.quietrev.com/5-ways-to-love-your-office/>

Develop Action Plans

Develop action plans (activity and discussion)

- Create action plans
- Share selected action plans
- Finding support

Action Plan

How will I learn about my abilities?

What do I know about myself and my abilities?

What changes can I make to ensure I'm leveraging my abilities to be a positive influence in the work-place?

Resources



Intercom, February 2017 Personality and Technical Communication

Cain, *Quiet: The Power of Introverts in a World That Can't Stop Talking*

Keirsey, *Please Understand Me II*

Briggs Myers, *Gifts Differing: Understanding Personality Type*

Introverted Leadership Slack Team (JOIN UP!)

Mentoring/Coaching

Introverted Leadership Slack Community



<https://introvertedleadership.slack.com>

Podcast



Hope for the Introvert

an Introverted Leadership podcast



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<https://www.linkedin.com/in/benwoelk>

<https://www.facebook.com/ben.woelk>