

What is Temperament?

- Behavioral model first presented by David Keirsey in the book, *Please Understand Me* that classifies people into one of four basic patterns of behavior
- Developed independently of type theory and the MBTI assessment—Keirsey’s early names for the four groupings were Idealists, Rationalists, Guardians and Artisans
- Only later was psychological type used as a means to identify these behavioral groups
- Temperament by-passes some of the complexities of type and becomes an actionable tool by focusing on observable, and even predictable, behavior

What is The 4 Temperaments Workbook?

This book, a companion to a temperament workshop or to OKA’s The 4 Temperaments video series, is designed to provide you with additional content on temperament, allow you to personalize your understanding of the different temperament groups and to formalize an action plan that puts to work the insights gleaned from your exposure to the temperaments.

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NF

Intuition–Feeling

NT

SJ

SP

NFs look at the world and see possibilities (iNtuition), then translate those possibilities inter- and intrapersonally (Feeling).

Representing about 12% of the population, they are the idealists of life, and they tend to serve causes that advance human interests, but their sensitivity can lead them to personalize any form of criticism, often resulting in their needlessly feeling hurt. Overall, NFs feel that the most important thing is to be in harmony with their values and often with others. Everything else will naturally fall into place.

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NF Overview

Eat, Sleep and Breathe:

Personalization

Quest: Identity

Style: Catalytic

Achilles' Heel: Guilt

Motto: "I'm an NF, and I'm here to help."

Pathways and Pitfalls

Pathways

- Tend to have diplomatic intelligence
- Tend to tie work, relationships and activities to values and turn them into causes
- Value harmony and interpersonal connectedness
- Tend to be aware of others' feelings
- Work to include others

Pitfalls

- Quick to feel and inflict guilt
- Hold grudges
- Have trouble facing conflict, delivering bad news and taking action that will bring a negative reaction
- Tendency to carry and emotionally rescue people—even those who don't want saving

Descriptive Words

- Seductive
- Interpersonal skills
- Supportive of others
- Sympathetic
- Relationships
- Possibilities for people
- Interaction
- Cooperation
- "Becoming"
- Vivid Imagination
- Mysterious
- Hypersensitive to conflict
- Search for self
- Autonomy
- Needs encouragement & recognition
- Integrity
- Giving strokes freely

Leading and Following

How NFs Lead

- Regard power as residing in personal and professional relationships
- Create and maintain non-hierarchical work structures and relationships
- See possibilities in institutions and people
- Build bridges to individuals and groups through shared values, concern and affection, and then leverage these bridges to bring about the wanted outcome
- Use inspirational speeches and imagery to unite and motivate
- Communicate appreciation, approval and hope with greater ease and urgency than criticism or anything that invites conflict
- Give and want compliments and affirmation often

How to Lead NFs

- Like them, know them, acknowledge their uniqueness, share their values or at least acknowledge that their values exist and are important
- Acknowledge their contribution and effort with affirmation and sincere expressions of gratitude
- Help provide and maintain an open, conflict-free workplace
- Ask for their help, support, creativity and collaboration
- Affirm and complement at least as much as you criticize and correct, and make sure criticism is framed as a means to greater personal and professional development—and a stronger bridge

Teaching and Learning

NF Teachers:

- High personal commitment to students
- In touch with climate of classroom, creating harmony
- Relate individually to each student to mobilize his/her talent
- Create egalitarian, comfortable atmosphere with students
- Tie in content to learners' values or goals

NF Learners:

- Need acceptance, care, support
- Enjoy group interaction
- Prefer cooperation to competition
- Focus more on people than on problems
- Learn best in face-to-face dialogue

Leadership Styles of the Four Temperaments

	Leadership Styles	Influencing Strategies
NF Intuition-Feeling	<ul style="list-style-type: none"> ■ Search for meaning and authenticity ■ Empathic ■ See possibilities in institutions and people ■ Communicate appreciation, enthusiasm, approval ■ Keep in close contact with staff ■ Give and need strokes freely 	<ul style="list-style-type: none"> ■ Establish a democratic relationship ■ Include creative ideas ■ Allow time for discussion ■ Use their names and build individual relationships ■ Collaborate to solve problems
NT Intuition-Thinking	<ul style="list-style-type: none"> ■ Seek competency and knowledge ■ Work well with ideas and concepts ■ Intrigued and challenged by riddles and problems ■ See systematic relationships ■ Focus on possibilities through non-personal analysis ■ Responsive to new ideas 	<ul style="list-style-type: none"> ■ Demonstrate competence ■ Identify clear quality standards ■ Develop creative mental challenges ■ Probe the future ■ Give freedom to ask “why” questions ■ Discuss an intellectual level
SJ Sensing-Judging	<ul style="list-style-type: none"> ■ Prize efficiency and service ■ Orderly, dependable, realistic ■ Understand and conserve institutional values ■ Supply stability and structure ■ More likely to reward institutionally rather than personally (trophies, letters, etc.) ■ Can be critical of mistakes more easily than rewarding of expected duties 	<ul style="list-style-type: none"> ■ Communicate timelines and reporting structures ■ Give specific and detailed instructions ■ Get to the point and stick to the point ■ Emphasize consistency and efficiency ■ Address the bottom line results
SP Sensing-Perceiving	<ul style="list-style-type: none"> ■ Hunger for freedom and action ■ Deal with realistic problems ■ Flexible, open-minded, willing to take risks ■ Highly negotiable ■ Challenged by trouble spots but not long term ■ Best at verbal planning and short-range projects 	<ul style="list-style-type: none"> ■ Get to the point ■ Give clear, minimal instructions ■ Make difficult tasks a challenge ■ Be realistic and practical ■ Outline options for them ■ Relax and have some fun

Questions about Leadership Styles of the Four Temperaments:

In what ways does your Temperament benefit your ability to lead?

In what ways does your Temperament inhibit your ability to lead?

Considering the data on leading each Temperament, what Temperament would present you the greatest challenge as a leader?

The point of this exercise is to get team members to speak to each other about what they find motivating and de-motivating. This discussion should not be about temperament, but temperament informs and structures the process. This activity allows—and even pushes—people to give each other the keys to their kingdoms. Each person shares why he or she shows up and how he or she likes to be interacted with. Ideally, these discoveries and disclosures lead to groups committing to action steps that start to bridge the interpersonal gaps present on every team or work group. The beauty of the process is that when a colleague forgets the actions to which they’ve committed, this process has already established the best means to bring that transgression or oversight to his or her attention.

Group Temperament Exercise

Fill in each quadrant with that group’s responses to the temperament questions proposed to the left:

<p>NF Temperament</p> <p>Motives:</p> <p>Rewards:</p> <p>Criticism:</p>	<p>NT Temperament</p> <p>Motives:</p> <p>Rewards:</p> <p>Criticism:</p>
<p>SJ Temperament</p> <p>Motives:</p> <p>Rewards:</p> <p>Criticism:</p>	<p>SP Temperament</p> <p>Motives:</p> <p>Rewards:</p> <p>Criticism:</p>

NF Action Plan

1. What elements of the NF Temperament enable your success?

2. What elements of the NF Temperament disable your success?

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4. In what ways is it easy or a pleasure to work with each of the other Temperaments present on the team?

5. In what ways is it a challenge to work with each of the other Temperaments present on the team?

6. What actions will you take to use these Temperaments insight and make the team more effective?

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OKA Sample

The Creative Tension Between Type and Temperament

Temperament was developed separately from psychological type by David Keirsey, who at the time was head of the Counseling Department at California State University, Fullerton. Described in the landmark book, *Please Understand Me* (Keirsey & Bates, Prometheus Nemesis Book Company, 1984), Keirsey notes the human trend—reaching back to ancient Greek culture—to classify human behavior into four distinct groups. His description of these behavioral groups is both an updating and a deepening of these patterns, the original names of which (Idealists, Rationalists, Guardians and Artisans) had nothing to do with type preferences. As a behaviorist, Keirsey was not interested in the internal cognitive functioning of these styles, but rather the patterns of observable behaviors each was likely to engage in consistently over time.

His temperament model already fully developed and defined, Keirsey then discovered Isabel Myers' work on the MBTI assessment and psychological type. Intrigued by the tool and model, he discovered that psychological type (and the MBTI assessment) were effective ways of getting to the four behavioral groupings he found most important.

Psychological type (of interest to Jung and Myers) focuses primarily on brain functioning (how we take in data and make decisions). As such, type theory and type theorists position behavior as a by-product of these mental functions. On the other hand, Temperament (of interest to Keirsey) is concerned exclusively with behavior, and, in particular, what people do consistently and well. This behavioral approach does not rely on—but also does not contradict—an underlying theory of mental functions.

Why are the temperament groups spread out on the type table?

Many people inquire why the temperament groups are distributed so oddly on the type table. The type table, set up to highlight the functions of type theory, positions these functions neatly into the columns of the table. Keirsey's temperament model, however—totally independent of type—was concerned with patterns of behavior, and the most observable, most consistent patterns are the temperament groupings, which happen to be scattered this way on the table. An adherent to temperament theory would claim the issue is with the random way the type table was constructed, not the random scattering of the temperament groups.

Type table set up to highlight the functions of type theory

ST	SF	NF	NT
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Keirsey's temperament model, concerned with patterns of behavior, independent of type

SJ	NF	NT
SP		
SJ		