

Team Member ABC Advertising

Guardian Supervisor ESTJ



TEMPERAMENT IN THE WORKPLACE



This report has been
prepared exclusively for

Team Member ABC Advertising



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C0DF44E505

"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 Keirsev

Contents

About Your Guardian Temperament 5

Being a Guardian Supervisor

About You

Temperament, Leadership, & Talent 9

Temperament and Talent Relationship

Motivation and Appreciation

Your Guardian Style of Leadership

Your Supervisor Leadership Traits

Being a Supervisor 15

Things You're Good At

Things to Be Aware Of

Your Ideal Work Environment

Working with the Four Temperaments

What Each Letter Means 28

What is Temperament? 33

Famous Leaders 36

Guardian Supervisors

Guardian Supervisor

ESTJ



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(E)	8	2	I
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Guardian Supervisor ESTJ

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Your particular personality type, the **Guardian Supervisor (ESTJ)**, makes up at least 10% of the total population. This is a good thing because Guardians usually end up doing all the indispensable but thankless jobs the rest of the world takes for granted.

ABOUT YOUR GUARDIAN TEMPERAMENT

There are four types of **Guardians (SJs)**: **Supervisors**, **Inspectors**, **Providers**, and **Protectors**. Perhaps 40 to 45 percent of the population, these four personality types share several core characteristics.



Supervisor
ESTJ



Inspector
ISTJ

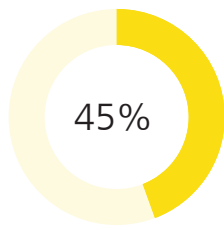


Provider
ESFJ



Protector
ISFJ

AN OVERVIEW OF THE **GUARDIAN**



Guardians

tend to be both helpful and dutiful, with a strong work ethic that can take them far. However, grand rewards aren't necessarily very important to Guardians. Instead, they tend to be humble types who are happy to simply receive gratitude for a job well done. Guardians are typically more cautious and deliberate than many people are; this is not a temperament that jumps into any personal or professional situation half-cocked. Their grounded approach to life can make Guardians loyal mates, responsible parents, and stabilizing leaders. Indeed, this group can serve as the very cornerstone of society. They tend to be concerned citizens who are willing to join together with others around them. Perhaps this is because Guardians typically value the camaraderie and security inherent in belonging to groups. As law-abiding individuals who place trust in authority, Guardians will often go out of their way to seek out justice.

All Guardians share the following core characteristics

1

Guardians pride themselves on being dependable, helpful, and hard working.

2

Guardians make loyal mates, responsible parents, and stabilizing leaders.

3

Guardians tend to be dutiful, cautious, humble, and focused on credentials and traditions.

4

Guardians are concerned citizens who trust authority, join groups, seek security, prize gratitude, and dream of meting out justice.

The Four Temperaments



Artisan

Optimistic
Daring
Adaptable
Excited
Impulsive
Enticing
Playful
Tactical



Guardian

Factual
Cautious
Respectable
Dependable
Law-Abiding
Concerned
Steady
Logistical



Idealist

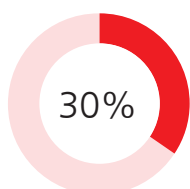
Imaginative
Romantic
Authentic
Intuitive
Relational
Kindhearted
Empathetic
Diplomatic



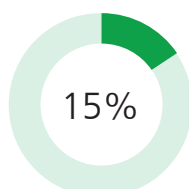
Rational

Ingenious
Calm
Innovative
Logical
Curious
Independent
Pragmatic
Strategic

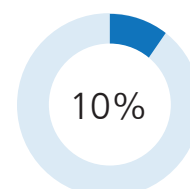
AN OVERVIEW OF THE OTHER TEMPERAMENTS



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.



Idealists, as a temperament, are passionately concerned with personal growth and development. Idealists strive to discover who they are and how they can become their best possible self—always this quest for self-knowledge and self-improvement drives their imagination. They want to help others make the journey as well. Idealists are naturally drawn to working with people, and whether in education or counseling, in social services or personnel work, in journalism or the ministry, they are gifted at helping others find their way in life, often inspiring them to grow as individuals and fulfill their potentials.



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.

THE SUPERVISOR AS A LEADER



They may be seen as very blunt in their communications.



Supervisors are often seen going to meetings or being in communication with others. They tend to have a very extensive network of contacts. Supervisors are very concerned with correct behavior within the company's hierarchy. They are among the most likely to bark out orders and believe that their employees have the ability to fill in the details. They may be seen as very blunt in their communications. They can get impatient with receiving too many details up front and want to hear the bottom line as soon as possible. Once the benefit of a suggestion is made evident, then they have patience for the details. Communications with Supervisor leaders are usually verbal, followed up by writing that contains factual details.



Guardian Supervisor Leadership Traits

Guardian Supervisors are apt to:

- Be results-oriented, authoritarian, decisive, and gifted at getting the right thing in the right place at the right time.
- Work to preserve the traditions of the organization to achieve stability and security.
- Run everything according to a plan with things being on time and on schedule with no surprises.
- Expect employees to follow the rules and standard operating procedures without question.
- Believe employees must prove themselves as capable and that any appreciation must be well-earned.
- Regularly check on employees to see that they are on schedule and producing to their high quality standards.
- Be direct in their communications and at times be seen as blunt or lacking in tact.

BEING A SUPERVISOR



7 Things About You

Guardian Supervisors are apt to:

- Want to be in control of situations for which you are responsible.
- Want things to make sense and be reasonable, logical, and easily communicated.
- Carefully weigh risk and innovation against the likelihood of success.
- Want others to live up to your standards and norms.
- Rely excessively on people you can count on so events will be more predictable.
- Spend time discussing situations until agreed-upon actions are devised and taken.
- Be direct in your communication and at times be seen as blunt or lacking in tact.



7 Things You're Good At

- Your personal style meshes well with the demands of conventional workplaces.
- Many fields still offer the ladder that makes you feel secure in your progress.
- You bring stability to the workplace; you are comfortable giving and taking orders.
- You rarely let personality conflicts or personal problems distract you from your work duties.
- You're comfortable working towards goals set by other people or by the organization.
- You are supremely practical.
- You take commitments seriously.

BEING A SUPERVISOR



7 Things to Be Aware Of

- You are not well suited to the flat organizational structure that is increasingly popular in many workplaces.
- Others may perceive you as bossy or as a slave driver.
- You become stressed by frequent shifting of priorities.
- You may have a tendency to resist change and to experience conflict with the people who initiate it.
- You are prone to get into power struggles.
- You can be rigid and refuse to consider new ideas.
- You don't handle dissent well.

SUPERVISORS AND THE WORK ENVIRONMENT



You seem to innately understand how to create smooth, orderly processes in your work environment. You can excel at detailed logistical systems as well as directing others to fulfill their duties.



In your ideal work place, you and your colleagues would know what is expected of you and be predictably rewarded for meeting expectations. A tight ship makes you feel happy and accomplished. As a result, you don't really understand people who rock the boat, particularly when they overstep the bounds of authority or disrupt operations.



Like other Guardians, you are wired to seek belonging within a group or community. As a result, in the workplace you'll typically make attempts to stabilize both relationships and institutions through responsible, conventional behavior. You thrive as a conservator who establishes, nurtures, and maintains traditional social and business structures.



Your Ideal Work Environment

- Lets you earn increasing levels of responsibility.
- Gives you people to manage who respect your authority.
- Provides you with specific, measurable expectations.
- Lets you work within a clear hierarchy.
- Lets you work systematically.
- Provides a secure, predictable career path.
- Credits you for your experience.

SUPERVISORS AND THE WORK ENVIRONMENT

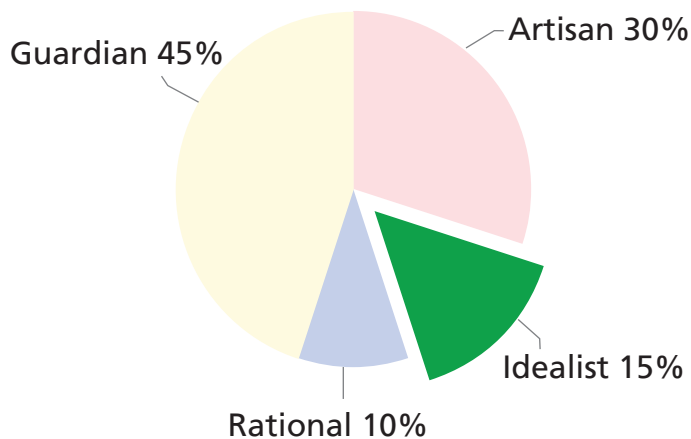
Tips to Help You Find the Right Workplace:

- Seek out a relatively structured environment where people work well together.
- Look for environments where there's enough of a sense of order that you feel comfortable, supported, and productive.
- Don't let your need for comfort and security stand between you and opportunities to learn new skills, contribute in ways you may not have imagined, or take advantage of positive changes in your company or field.

When it comes to your work life, you're part of a pretty satisfied bunch. Overall, Guardians seemed to be as satisfied in their jobs as both the Idealists and Rationals. About 75% of Guardians identify themselves as being happy in their current positions. Challenging work and altruistic service seemed to be the factors that created the most job satisfaction for Guardians. Perks like being allowed to bring pets to work or have company-sponsored beer on Fridays held much less importance. Guardians are types who enjoy being of service, so feeling challenged and providing service to the employer really are top priorities, especially if that employer provides altruistic services to the community at large.

AT WORK WITH THE FOUR TEMPERAMENTS

AT WORK WITH IDEALISTS



Idealists (NFs)

are wired to pursue personal growth, authenticity, and integrity. They can yearn both to develop fully as individuals and to facilitate growth in others. Idealists make up 15 to 20% of the population.

IN WORK

Idealists are usually **positive**, **helpful**, and **people-oriented**. They can be experts at dealing with the human resource concerns of an organization, whether these issues are part of their job description or not. Idealists are **warm**, **idealistic**, **caring** individuals. Co-workers are apt to appreciate their **authenticity** and loyalty to the human side of the business but may perceive Idealists as not being effective enough or even as being flaky.



POSITIVE
HELPFUL
PEOPLE-ORIENTED
WARM
IDEALISTIC
CARING
AUTHENTIC

GUARDIAN + IDEALIST

WORK RELATIONSHIP



IF YOUR BOSS IS AN IDEALIST



You and your boss are both concerned with the human resources of your department. You both want a cooperative environment that will allow people to produce their best work. You are more concerned with norms, while they are more concerned with harmony. Keep in mind that your boss is more likely to be concerned with what is good and bad for people than with the right way to do things. Most Idealist bosses dislike any comments that appear judgmental.

IF YOU SUPERVISE IDEALIST EMPLOYEES



Both you and your Idealist employee care about helping people find their place. However, the two of you approach this very differently. You are concerned with helping people fulfill their appropriate societal roles. Your employee's focus is on helping people fulfill their personal potential. You view rules as essential for maintaining proper procedures, while your employee is likely to view some rules as being bad for people, causing them to view those rules as having no moral force. Your focus is primarily on how the past influences the present. Their focus is primarily on improving conditions for people in the future. They generally dislike maintenance and prefer to create something new. Idealists are usually very in tune with their audience and are able to read subtle verbal and non-verbal cues. This makes them seem as if they have the ability to read minds and can be very useful in working with clients. They want harmony and can be easily hurt by criticism.