

VII Temperaments in the World of Work

Name: **Visionaries (NT)**

Catalysts (NF)

Trouble-Shooter/Negotiators (SP)

Traditionalist/Stabilizers (SU)

Look At The World And See:

Possibilities, meanings and relationships

Possibilities, meanings and relationships

Facts and realities

Facts and realities

And Want To:

Examine their consequences analytically; impersonally.

Judge their value to people and for people.

Collect more, manipulate facts and realities.

Organize facts and realities.

They Have A Life-long Drive For:

Competence and knowledge

Meaning, authenticity, identity.

Action, excitement, competition.

Contributing to meaningful social institutions.

And Thus They Are Effective:

As architects of change, as organizational entrepreneurs.

In getting people to work effectively together to achieve organizational goals.

In crisis situations, in pulling "the fat out of the fire," producing results.

As stabilizers of organizations, as maintainers of traditions.

Their Strengths Include:

- Looking ahead, seeing new possibilities.
- Conceptualizing, designing especially with regard to organizational change.
- Setting high standards, particularly intellectually.
- Seeing right to the heart of complex issues or problems.
- Seeing the large picture, the larger context.
- Grasping the underlying principles, dynamics, laws.
- At their best when someone says "it can't be done."

- Drawing out the best in people.
- Working with and through people—participative leadership.
- Good verbal *and* listening skills.
- Being sensitive to the organizational climate.
- Expressing empathy.
- Being creative.
- Getting people to work effectively and harmoniously together.
- Learning new things, particularly about self and others.

- Handling crisis situations.
- Seeing what's negotiable.
- Being ingenious and resourceful getting things done.
- Knowing how to expedite things.
- Being honest and straightforward—"telling it like it is."
- Having a practical approach to concrete problems.
- Being adaptable, flexible.
- Taking risks.

- Being realistic and practical.
- Being decisive.
- Paying attention to rules, policies and regulations.
- Bringing a planned, organized approach to work.
- Being dependable, steady workers, good at following through
- Being thorough, systematic and precise, especially with details.

Their Potential Weaknesses:

- Do not easily show sensitivity and appreciation to others
- Not following through on details—getting bored routine.
- Can lose people with their fascination for complexity.
- Elitist
- Impatient with those whom they don't see as competent.

- Being too generous giving of time and self to others.
- Deciding on the basis of personal likes and dislikes.
- Giving too much autonomy and freedom.
- Being too easily hurt—people, not enough on organizational goals.
- Having trouble "biting the bullet" especially when it may mean hurting people.

- Disliking, being impatient with the theoretical, the abstract, the conceptual.
- Being unpredictable.
- Becoming bored when there are no crises to solve.
- Creating crises to have something exciting to do.
- Producing written documents.
- Not taking a stand, seeming indecisive.
- Being impulsive—not looking before they leap.

- Not always being responsive to the need for change.
- Being a "rule is a rule is a rule" I made an exception for you I'd have to make an exception for everybody"
- Deciding things too quickly.
- Being impatient with delays and complications.
- Having an excessive concern for crises that may never occur.

Name:	Visionaries (NT)	Catalysts (NF)	Trouble-Shooter/Negotiators (SP)	Traditionalist/Stabilizers (SJ)
Their Contributions In A Work Team Include:	<ul style="list-style-type: none"> Tracking thought processes. Problem solving. Providing theoretical input. Contagious enthusiasm for ideas. 	<ul style="list-style-type: none"> Adding the personal dimension. Selling the organization or cause they believe in. Bringing out the contributions of others. 	<ul style="list-style-type: none"> Making things happen. Sporting practical problems. Negotiating agreements or plans of action. 	<ul style="list-style-type: none"> Focusing on what needs to be done. Focusing on follow through. Focusing on important details.
They Like To Be Appreciated For:	The quality of their ideas and their intellectual competency.	Themselves as people who make important contributions.	The clever way they make things happen or get things done.	Their careful, thorough, accurate work.
They Provide:	Idea charisma	People charisma	Crisis charisma	Relief from charisma!
Their Motto Might Be:	<i>"Some men see things as they are and say why, I dream things that never were and say why not?"</i> Robert F. Kennedy	<i>"This above all: to thine own self be true And it must follow, as night the day, Though cannot not then be false to any man."</i> William Shakespeare, Hamlet	<i>"Damn the torpedoes, full speed ahead!"</i> David Farragut, Battle of Mobile Bay, 1863	<i>"Neither rain nor snow, nor sleet, nor dark of night shall stay the courier from the swift completion of his appointed rounds."</i> Post Office motto