



The Keirsey Temperament Sorter® II Career Temperament Report

Report prepared for: **Maarten Billemont**

Saturday, March 17, 2012



Keirsey Temperament Sorter-II Career Temperament Report Copyright © 2000-2010 Keirseey.com. All rights reserved.
This report is based on *Please Understand Me II* by David W. Keirseey, PhD Copyright © 1998 Prometheus Nemesis Book Company
The Keirsey Temperament Sorter II Copyright 1998 Prometheus Nemesis Book Company. Keirseey Temperament Sorter, Guardian, Artisan, Idealist, and Rational are registered trademarks of Prometheus Nemesis Book Company.

Name: Maarten Billemont

Temperament: Rational™
Type: Mastermind (INTJ)

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.

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

Your temperament is the Rational (NT). Rationals are rare, making up no more than 5 to 10 percent of the population. But because of their drive to unlock the secrets of nature and develop new technologies, Rationals have done much to shape the world. Your particular personality type, the Mastermind (INTJ), is even scarcer. Individuals of your type make up little more than 1 to 2 percent of the total population.

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.

Contents

About Your Rational Temperament

- Temperament and Talent Relationship
- How Temperament Shapes Your Career
- The Rational (Strategic) Role at Work

On the Job

- Being a Mastermind
- About You
- Things You're Good At
- Things to Be Aware Of

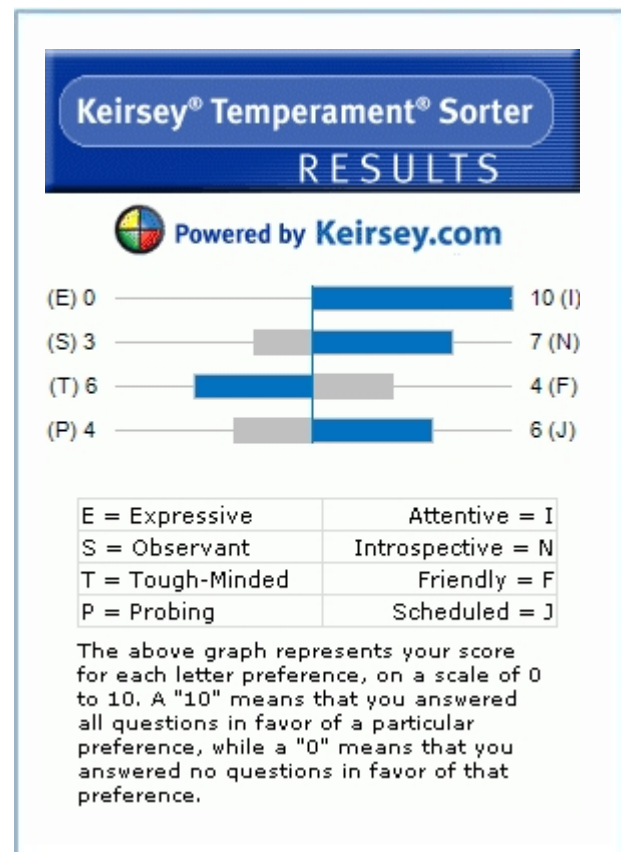
Choosing the Best Occupation

- Your Ideal Work Environment
- Tips to Help You Find the Right Workplace

Typical Jobs for Your Personality Type

Navigating the Job Market

FAQs





About Your Rational Temperament

There are four types of Rationals (NTs): Fieldmarshals, Masterminds, Inventors, and Architects. These four personality types share several core characteristics. Firstly, Rationals are pragmatic people who tend to excel in problem-solving and analytical thinking.

Rationals are ingenious, independent people who can be both strong-willed and skeptical. Typically focused on the world of ideas, Rationals spend much of their time and energy understanding how things work. Known for being strategic leaders and skilled thinkers, Rationals are generally even-tempered, goal-oriented individuals who yearn for achievement and accomplishment. People of this temperament can make both reasonable mates and effective parents. Indeed they can be the kinds of mentors that can help their children gain confidence and independence. Valuing logic and pragmatism above almost all else, Rationals can sometimes seem cold and distant to others. It's not that they don't care about the people around them; it's simply that they're more oriented toward ingenuity and results than toward interpersonal exploration.

The Four Types of Rationals Are:

- **Fieldmarshal (ENTJ)**
- **Mastermind (INTJ)**
- **Inventor (ENTP)**
- **Architect (INTP)**

All Rationals share the following core characteristics:

- Rationals tend to be pragmatic, skeptical, self-contained, and focused on problem solving and systems analysis.
- Rationals pride themselves on being ingenious, independent, and strong-willed.
- Rationals value competence above all and continually escalate what they see as being competent.
- Rationals are even-tempered, trust logic, yearn for achievement, seek knowledge, prize technology, and dream of understanding how the world works.

An Overview of the Other Three Temperaments

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.

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



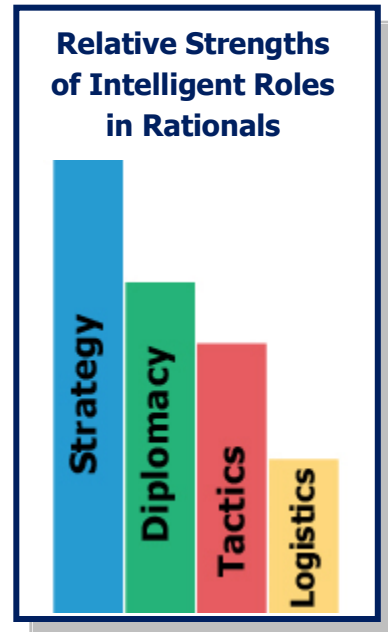
to working with people, and whether in education or counseling, in social services or personnel work, in journalism or the ministry, they are gifted at helping others find their way in life, often inspiring them to grow as individuals and fulfill their potentials.

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:

- **Guardian - Logistical**
- **Artisan - Tactical**
- **Idealist - Diplomatic**
- **Rational - Strategic**

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.



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.

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.

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.

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.



How Your Temperament Shapes Your Career

As a Rational, you seek to acquire and apply expertise. You thrive in an autonomous and intellectually stimulating workplace, working alongside other competent people, pursuing knowledge or creating systems. Your core need to follow the driving force of your own intelligence leads to particular career challenges. For example, recognition of your expertise may lead to your being put in charge of other people as a manager when you might prefer to remain immersed in projects of your own.

Your preference for self-direction may be an obstacle at times, as some work places place a high value (too high, in your view) on formal training, credentials, and certifications, not to mention a stuffy, professional image that goes against your grain. But there are ways around this; the Rational way of working offers special opportunities as well as challenges. What you bring to any workplace is a focus on the real needs -- in the future as well as in the present -- behind an organization's goals and objectives.

The Rational (Strategic) Role at Work

Keirsey.com surveyed 5,425 members about their careers. The results illustrated significant differences among the temperaments. The Rationals in our sample, as Keirsey theory predicts, esteem the opportunity to make their own decisions, exercise creativity, and apply intelligence. What follows are the aptitudes, favorite activities, values, and preferred workplace rewards for Rationals.

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.

Strategic Planning: Rationals are attuned to the big picture -- how all kinds of systems work. Human and biological systems can pique their interest, as can organizational and technological ones. Rationals prefer work that allows them to pose, explore, and answer questions that arise from their imagination and permits them to leave the implementation phase to others.

Research: Doing research engages the strategic and critical thinking aptitudes on which Rationals pride themselves. When doing research, Rationals can be alone with their own curiosity. In addition, research always offers the potential for serendipitous learning beyond the specific issue at hand.

Favorite Activities: It was probably a Rational who coined the phrase "the life of the mind." For Rationals, the mind is the site of life's most compelling activity. Rationals believe that governing their lives by logic affords them a good measure of control and potential for success. They pride themselves on being objective and appropriately detached in their approach to problems.

Analysis: Rationals take pleasure understanding how things fit together, why they work as they do, and what the possibilities are. Preferably, Rationals' evaluations can be made on the basis of sound logic, so they know for sure that they're right.



Problem Solving: Since Rationals are future-minded, they enjoy the forward thinking that problem solving requires. Making improvements and avoiding pitfalls engage Rationals in thinking creatively about the steps between “now” and “the future.”

Values: Rationals want to be recognized for their competence and their mastery. They will avoid work environments that bind their work to that of potentially less capable colleagues or to mindless procedure. Both visionary and pragmatic, Rationals hold themselves to high standards of achievement and ask that employers stay out of their way.

Achievement: The proof is in the pudding for Rationals. They measure their work by personally set standards. Rationals are future-oriented according to Keirsey. They get satisfaction in movement from a potential to a reality, from learning to mastery. Less satisfying for them is mere maintenance that provides no evidence of their contribution.

Autonomy: Rationals resent the kind of authority that dictates how their work will be done. They perceive this as an insult to their intelligence. Once hired, they expect to be regarded as experts, empowered to use discretion and make decisions. They do not like being micromanaged in their work process either. The scientist's creative process may be as quirky as the artist's is.

Rewards: Like Idealists, Rationals are often passionate about their work. However, their passion is not based on the presumed value of their work to others or to society. Rather, they take pleasure in the exercise of their intellectual power -- pleasure that they prefer to the joys of belonging, excitement, or self-actualization.

Challenge: When work presents no intellectual challenges and requires merely the repetitive application of knowledge, Rationals become bored.

Innovation: Whether in the bowels of an R&D department at a corporation or as a cinematographer experimenting with new color techniques, Rationals want to be involved in breakthroughs.



Being a Mastermind

Not only are Masterminds like you rare, but someone once joked that individuals of your type are scarcely encountered outside of professional settings. They must have been referring to Masterminds' skills as expert thinkers and strategists. Indeed, you can bring a great deal of value to an office, factory, school, or laboratory.

About You:

You are apt to:

- have the ability to organize ideas into structures and work hard to create those structural improvements.
- be highly independent and come across as single-minded when you are focused on a goal.
- be loyal to your organization and the ideas you create for improving conditions.
- need time by yourself so you can think and act on your problem-solving ideas.
- have an exceptional ability to see the structural connections and anomalies in a complex system.
- be open to new ideas, seek clarity of those ideas, and examine all possibilities with skepticism until they are proven effective.
- easily notice inconsistencies in language and contradictions and shifts in position.

All Rationals are solid planners, but Masterminds are head and shoulders above the rest when it comes to complex operations planning. Your type seems to have an innate ability to grasp a project's necessary progression and understand how each step leads to the next. You can also be first-rate when it comes to anticipating potential difficulties and preparing alternatives. By trying to imagine every contingency, you'll almost never set off on a project without more than one plan in mind. If Plan A fails, you'll move directly along to Plan B.

Although your combination of big picture thinking and detail-oriented skills can make you a highly capable leader, you may not always be eager to take command. Most times you'll prefer to stay in the background until it's been demonstrated that you're the only person who's equal to the task. Once you do agree to take charge, your kind is thoroughly pragmatic. Masterminds understand that efficiency is indispensable in a well-run organization. In fact, if you encounter inefficiency, you can be quick to realign operations and reassign personnel. Whether at work or in your personal life, you're not the type to feel bound by established rules or traditional procedures. Nor are you easily impressed by flashy trends or new buzzwords. The only ideas that you'll adopt in your own life or accept from others are those that truly make sense to you. Sometimes this decisiveness can come off as being a bit harsh, but often you're willing to risk that for the sake of efficiency.

In your career, your hard work and dedication to achieving goals are likely to be rewarded. Masterminds in professional settings often rise to positions of responsibility. Once in such a position, you'll likely continue your goal-oriented ways, sparing neither your own time and effort



nor that of your colleagues and employees. As a result, co-workers will likely come to know you as one who is highly effective but also a taskmaster at times. However, this doesn't mean that you're an ogre. Part of being effective means understanding that people work best when they feel good about what they're doing. In most situations you'll verbalize the positive and avoid the negative; you're more interested in moving things forward than dwelling on mistakes of the past.

Things You're Good At:

- You often take on a great deal of responsibility without a lot of fanfare.
- You are a master at developing contingency plans, both in your job and for your career.
- You can obtain, and even seek, broad mastery of many subjects.
- You are focused on the important objectives before you and are less distracted than some other personality types by other irrelevant agendas.
- You have a judicious, conscientious attitude.
- You are rarely intimidated by new technology or by tools.
- You acquire necessary credentials with ease.

Problem solving can be highly stimulating to Masterminds. So if there's a puzzle or tangled system that needs sorting out, you'll probably be eager to take it on. Decisions often come easily to you. In fact, at times you may hardly be able to rest until you have things settled and decided. However, even your quicker decisions are often based on some kind of research. You're part of a highly theoretical group, one which often insists on looking at all available data before embracing an idea or plan. You may find yourself suspicious of any statement that is either based on shoddy research or not checked against reality. In addition to these traits, it's interesting to note that Masterminds tend to be much more certain and self-confident than other Rationals. Although you may not think about it often, you likely have a well-developed strong will of your own that you put to use regularly.

Things to Be Aware Of:

- You become frustrated and stressed when you view your superiors as incompetent.
- Your capabilities may often push you into management or leadership positions that you find uncomfortable or stressful.
- You can't do your best work in unstructured situations.
- You may resist taking on leadership responsibilities, even when you have much to contribute.
- You hold other people to very high standards but often don't provide them much direction or praise.
- You are convinced that your way is the right way.



Masterminds and Choosing the Best Occupation

Because you can be curious and imaginative, you're usually happy when your work allows you the opportunity to explore the universe of ideas. You're not usually one to seek out overt leadership positions in an organization, often preferring to offer the leader the benefit of your strategic insights and contingency planning skills. But when those in charge show confusion, or demonstrate incompetence, you feel compelled to take charge and get things back on track.

You are fascinated with developing strategic plans for others to use. In your preferred environment, you work behind the scenes while someone else takes the active leadership role. Often you are driven to step in as leader when you become impatient with the way a project is going. In your ideal job environment, you independently analyze systems and make recommendations about how objectives will best be reached; someone else does the work of delegating tasks, motivating people, or enforcing work duties. You want challenge in your work and become frustrated when asked to merely follow routines, especially if those routines are inefficient.

Like other Rationals, you are wired to acquire competence and intelligence. As a result, you tend to thrive in intellectually stimulating, innovative work environments where you can be recognized for your expertise.

Your Ideal Work Environment:

- Allows you to work under leaders who give competent, hands-off direction.
- Gives you complex problems to solve.
- Provides you relatively stable priorities and objectives.
- Lets you direct projects rather than supervise people.
- Takes place in an environment free from personal conflict and politics.
- Lets you learn and increase your competency.
- Lets you work to your own standards.

Tips to Help You Find the Right Workplace

Seek out a place where you can exercise your discretion.

You will chafe in positions where those who supervise you do not share or recognize your expertise, where you must mindlessly follow inefficient or ineffective procedures, and where non-experts control your work process. You don't care as much as the other temperaments about social rewards such as developing personal relationships, holding a position of authority, or having an altruistic career. Intellectual freedom matters more to you than team spirit.

Be wary of positions that reward obedience to procedures and policies and do not leave room for you to exercise your ingenuity.

Success for you equals achieving a mastery of some body of ideas, be they scientific, technological, executive, or physical (as in design work). Organizational politics is something you can navigate if you need to, but climbing is not your primary vocational motivation.



Consider getting formal training, certification, or education that would make you marketable doing what you already know.

If you are a typical Rational, you probably have several hobby areas of study. Your "eyes on the prize" attitude gives rise to what others may perceive as your weakness -- a tendency to be curt or insensitive to people's personal needs and feelings and rebelliousness towards people whose authority is granted by hierarchy and not competence. Reconcile yourself to the practical necessity of developing your emotional intelligence.





Typical Jobs for Your Rational Mastermind Personality

Provided below is a non-exhaustive list of occupations you may wish to consider. While all personality types are represented across the spectrum of careers, particular types of work tend to attract particular types of people. Your personality type influences:

- Whether or not you are suited for the inherent demands of the work.
- Whether or not you and your colleagues are likely to be on a similar wavelength.
- Whether or not you enjoy the culture and lifestyle that goes along with the career.

If you are embarking on your first career or considering a career transition, start with this list. You will see the career/job title, a brief description taken from the O-NET (Occupational Information Network) database sponsored by the U.S. Department of Labor, and a link for more information (if available) from the O-NET website. Here you can explore many aspects of the job title, including related jobs, interests, values, activities, and skills.

After reading the career/job descriptions, you might find it useful to browse some actual job listings at CareerBuilder.com. While some of the careers listed below require more education and experience than others, viewing the job listings provides an indication of the current market demand for these positions.

Career / Job	Brief Description	 Job Info	 Job Listings
Computer and Information Systems Manager	Plan, direct, or coordinate activities in such fields as electronic data processing, information systems, systems analysis, and computer programming.	Job Info	Job Listings
Management Consultant	Conduct organizational studies and evaluations, design systems and procedures, conduct work simplifications and measurement studies, and prepare operations and procedures manuals to assist management in operating more efficiently and effectively. Includes program analysts and management consultants.	Job Info	Job Listings
Professor: Physics	Teach courses pertaining to the laws of matter and energy. Includes both teachers primarily engaged in teaching and those who do a combination of both teaching and research.	Job Info	Job Listings
Medical Scientist	Conduct research dealing with the understanding of human diseases and the improvement of human health. Engage in clinical investigation or other research, production, technical writing, or related activities.	Job Info	Job Listings
Lawyer: Contracts	Represent clients in criminal and civil litigation and other legal proceedings and manage or advise clients on legal transactions. Prepare and draft legal documents, such as wills, deeds, patent applications, mortgages, leases, and contracts. May specialize in a single area or practice broadly in many areas of law.	Job Info	Job Listings



Career / Job	Brief Description	o-net™ OnLine	careerbuilder.com
Economist	Conduct research, prepare reports, or formulate plans to aid in solution of economic problems arising from production and distribution of goods and services. May collect and process economic and statistical data using econometric and sampling techniques.	Job Info	Job Listings
Mathematician	Conduct research in fundamental mathematics or in application of mathematical techniques to science, management, and other fields. Solve or direct solutions to problems in various fields by mathematical methods.	Job Info	Job Listings
Environmental Scientist / Planner	Conduct research or perform investigation for the purpose of identifying, abating, or eliminating sources of pollutants or hazards that affect either the environment or the health of the population. Utilizing knowledge of various scientific disciplines may collect, synthesize, study, report, and take action based on data derived from measurements or observations of air, food, soil, water, and other sources.	Job Info	Job Listings
Civil Engineer	Perform engineering duties in planning, designing, and overseeing construction and maintenance of building structures and facilities, such as roads, railroads, airports, bridges, harbors, channels, dams, irrigation projects, pipelines, power plants, water and sewage systems, and waste disposal units. Includes architectural, structural, traffic, ocean, and geo-technical engineers.	Job Info	Job Listings
Computer Systems Analyst	Analyzes and tests computer programs or systems to identify errors and ensure conformance to standard.	Job Info	Job Listings
Architect	Plan and design structures, such as private residences, office buildings, theaters, factories, and other structural property.	Job Info	Job Listings
Budget Analyst	Examine budget estimates for completeness, accuracy, and conformance with procedures and regulations. Analyze budgeting and accounting reports for the purpose of maintaining expenditure controls.	Job Info	Job Listings
Financial Analyst	Conduct quantitative analyses of information affecting investment programs of public or private institutions.	Job Info	Job Listings
Astronomer / Astrophysicist	Observe, research, and interpret celestial and astronomical phenomena to increase basic knowledge and apply such information to practical problems.	Job Info	Job Listings



Career / Job	Brief Description	o-net™ OnLine	careerbuilder.com
Atmospheric / Space Scientist	Investigate atmospheric phenomena and interpret meteorological data gathered by surface and air stations, satellites, and radar to prepare reports and forecasts for public and other uses.	Job Info	Job Listings
Chemist / Chemical Engineer	Design chemical plant equipment and devise processes for manufacturing chemicals and products, such as gasoline, synthetic rubber, plastics, detergents, cement, paper, and pulp, by applying principles and technology of chemistry, physics, and engineering.	Job Info	Job Listings
Materials Scientist	Research and study the structures and chemical properties of various natural and manmade materials, including metals, alloys, rubber, ceramics, semiconductors, polymers, and glass. Determine ways to strengthen or combine materials or develop new materials with new or specific properties for use in a variety of products and applications.	Job Info	Job Listings
Market Research Analyst / Strategist	Determine the demand for products and services offered by a firm and its competitors and identify potential customers. Develop pricing strategies with the goal of maximizing the firm's profits or share of the market while ensuring the firm's customers are satisfied. Oversee product development or monitor trends that indicate the need for new products and services.	Job Info	Job Listings
Aerospace Engineer	Perform a variety of engineering work in designing, constructing, and testing aircraft, missiles, and spacecraft. May conduct basic and applied research to evaluate adaptability of materials and equipment to aircraft design and manufacture. May recommend improvements in testing equipment and techniques.	Job Info	Job Listings
Investment Banker	Arrange and negotiate large financial transactions, including mergers, acquisitions, private equity financing, IPOs, and sales of companies or company divisions. Act as an adviser to client companies and initiate moneymaking ventures for their own firms.		Job Listings



Navigating the Job Market

While your Keirsey Career Temperament Report does contain a list of careers often selected by people of your personality type, these lists are not exhaustive. Personality is not the only factor in career choice. To identify your best options, consider the big picture -- how your job fits into your whole life.

Here are some central questions to ask yourself as you consider particular jobs or career fields:

1. What will my lifestyle be like if I choose this position or this occupation?

- Where do you want to live? (What country or region? Do you have a preference for the city over the country or the suburbs? Do you want to live on a boat or in a log cabin?)

- How much money do you need to make?

- How long a commute are you willing to endure?

- How will you structure your career to accommodate future study, travel, children, early retirement, or other goals?

- How many hours per week are you willing to spend on the job?

- What community or creative work may limit the time or energy available to devote to your job?



2. Will I be comfortable with the culture that surrounds this line of work?

Identifying your highest priority values is an important step in evaluating any career move. You will be most satisfied working with companies and colleagues who respect and support, if not share, your values.

Choose your top values, starting with the following list of ten:

- Achievement - mastering goals
- Aesthetics - working with beautiful things, being surrounded by beauty
- Affiliation - working with people like you
- Authority - managing or directing other people's work
- Creativity - ability to innovate, to try new approaches
- Ethics/Morals - being free to work in congruence with your own judgments
- High Pay - commanding a large salary
- Independence - being free from other people's direction and control
- Recognition - becoming known for your expertise
- Status - having a high prestige job



3. Will I be doing work that matters to me?

- What classes fascinated or absorbed you in high school or college?

- What would you do if money were no object?

- What do you naturally do well?

- What local, societal, or world issues interest you?

- What have been your most satisfying life experiences?

- What life experiences have disappointed you?



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.

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.

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 of a sense of duty to a particular cause:

Rob is a Rational who is a devoted environmentalist. In college he was fascinated with how systems work, so he studied organic farming systems, solar energy, and learned how to make diesel fuel from recycled fast food grease. He won't work for companies whose practices harm the environment, so he researches potential hiring firms very closely. Although most of his close friends pursued engineering careers, Rob decided to earn a master's degree in waste management and took a job working for the recycling



program in his municipality. Because he has a natural ability to design efficient systems, he sometimes can't see why others don't see things as clearly as he does. He has had to learn how to put up with what can seem like miles of red tape and learning how to show people the logic of the systems he can design. Even though it can be a little frustrating to work with people who are resistant to change, he's grateful to be doing important work for the future of the planet.

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

Erin is a Rational who loves natural science. Ever since she visited Hawaii as a child, she has wanted to live there and study the native flora and fauna. In fact, she has hundreds of scientific books on the topic and by the time she graduated from high school she had even begun to correspond with some well-known scientists in the area. She heard of an ongoing research study she wanted to join as a volunteer, but since she'd finished college owing \$40,000 in student loans she needed to find a way to pay them off. In college she was a very successful NCAA swimmer. This gave her the opportunity to pursue an athletic career, which she did, and she was even endorsed by several food product companies. When interviewed after a competition one weekend, Erin told reporters that she plans to retire in the next couple of years to pursue her science career.

What motivates people of my temperament?

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.

What motivates people of the other temperaments?

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.

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.

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.