

Prefer Thinking & Talking in  
Symbols, Ideas, Representations & Abstractions

Prefer Thinking & Talking about the Here & Now,  
the Real & Concrete (not in Abstracts)

## **IDEALISTS** (16.5% of population)

**Meaning - Significance - Growth: "Becoming" is Most Important**  
(NFs: ENFJ, INFJ, ENFP, INFP)

The Idealists want to be authentic, benevolent and empathic. They search for identity, meaning and significance. In fact, life is one constant search for identity. They are relationship oriented and they must have meaningful relationships for their life to be worth living. They devote a lot of time to nurturing those relationships. They tend to be romantic, idealistic and want to make the world a better place. They are future oriented. NFs trust their intuition, their imagination and their fantasy. These are as real and significant to them as an actual tree or a chair. Their focus tends to be on developing potential, fostering and facilitating growth through coaching, teaching, counseling and communicating. They will add these dimensions to whatever job they hold. If a job description does not call for these inclinations, they will do these things on their own, often providing a greater value to the organization by virtue of greasing the wheels and defusing tension than the contribution they make doing their prescribed job. Generally, they are enthusiastic, especially about the ideas or causes that interest them. Their natural thinking style is one of integrating and seeing similarities. They look for universal principles and usually hold a global view. NFs are usually gifted in the use of language, oral and written. Metaphors abound in their language and they use this gift to bridge different perspectives and create harmony. Idealists are usually diplomatic, they put their many people and communication talents to work in the service of their ideals and morale.

## **GUARDIANS** (46.1% of population)

**Membership - Responsibility - Accountability**  
**"Serving" is Most Important**  
(SJs : ESTJ, ISTJ, ESFJ, ISFJ)

The Guardians want to belong, to have membership in whatever group is theirs. They hunger for responsibility and accountability. Frequently, they take on too much responsibility and become overworked. They expect others to work hard and be accountable. They favor generosity, service and duty. They establish and maintain institutions and standard operating procedures. SJs want to preserve the world and protect their charges, so they stand guard, so to speak. They can be found to give warnings when someone or something is going off course or varying too much from the prescribed norm. They look to the past and tradition for security and standards. Frequently, they foster enculturation with ceremonies, rules and rituals. Guardians trust contracts and authority and distrust chance. They want security and stability. SJs think in terms of convention, association and discrete elements, and thus emphasize memory and drill as paths to mastery. Generally they are serious and concerned, with a fatalistic stance. Guardians are skilled at ensuring that things and people are in the right place, in the right amounts, the right quality and at the right time. Frequently, they gravitate towards business and commerce, especially in the areas where safekeeping and logistics are required.

The neutral turf where we respectfully exchange ideas and find synergy in agreement.

## **RATIONALS** (10.4% of population)

**Competence - Intellect - Vision: "Knowing" is Most Important**  
(NTs: ENTJ, INTJ, ENTP, INTP)

The Rationals seek knowledge, competence, and achievement. They strive to understand what makes the world run and people tick. Rationals are fascinated by and drawn to theories. Everything is conditional and relative to the context in which it is found or expressed. Like the Idealists, they are future oriented. They trust logic and reason. Everything must be logical and proceed from carefully defined premises. Rationals want to have a rationale for everything and are natural skeptics. They think in terms of differences, delineating categories, definitions, structures and functions. If their job is too routine, they formulate hypotheses and theories to make it interesting. They hunger for precision, especially in thought and language. Long-range planning, inventing, designing and defining are their areas of strength and they bring these gifts to any job even if they are not called for. Their mood is generally calm and they prefer a peaceful environment. They foster individualism rather than conformity. Frequently they gravitate toward technology and the sciences and are well suited for engineering and devising strategy.

## **ARTISANS** (27% of population)

**Action - Grace - Spontaneity: "Doing" is Most Important**  
(SPs: ESTP, ISTP, ESFP, ISFP)

Artisans want the freedom to choose their next act. They must experience and act on impulses. They want to be graceful, bold and impressive and to have an impact on their "audience". They are generally excited and optimistic, expecting lady luck to be on their side. SPs may become so absorbed in the action of the moment that they lose sight of distant goals. The flip side: they see opportunities that others miss (which they seize if at all possible). Artisans are oriented toward the present and they seek adventure and experiences. They hunger for spontaneity. SPs trust their impulses, luck and their ability to solve any problem they run into. Thus, they frequently rush in when others hold back with fear and hesitation. Artisans are natural negotiators and enjoy getting others to concede even some small part. They think in terms of variation, thus the name Artisan. The capacity for producing variations on a theme shows up in all that they do, not just in the limited sense of "arts and crafts". No matter what their job, they will find some way to vary it. They have a keen ability to notice and describe detail. They like the freedom to move, festivities and games. Gifted tacticians, figuring out the best move to make at the instant, Artisans do the expedient thing, not the acceptable, friendly or logical thing. Frequently they are drawn to the manual, visual and performing arts as well as entrepreneurial aspects of business.

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Prefer to be Directive and give Directives (NJ & ST): INFJ, ENFJ, INTJ, ENTJ, ISTJ, ESTJ, ISTP, ESTP  
Prefer to be Informative and give Information (NP & SF): INFP, ENFP, INTP, ENTP, ISFJ, ESFJ, ISFP, ESFP

Affiliation / Consensus / Social Values: Care & Cooperation

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Pragmatism / Autonomy / Use of Power for Expediency

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