

• **SJs, or Guardians** (40-45%) are practical and realistic, believing in taking one-step-at-a-time. They care about being faithful to their obligations and what is expected of them. They're the bedrock of most institutions, and careful to follow the rules. Guardians are usually meticulous about schedules and have a sharp eye for doing things the right way. Best at organizing and maintaining programs. **Logistics - Leading, serving, supplying the needs, to keep things going.**

- Guardians are dependable, helpful, and hard-working.
- Guardians tend to be dutiful, cautious, humble, and focused on following authority and traditions.
- Guardians are concerned citizens who join groups, seek security/stability, and make plans so that things keep working as they are now.
- Past oriented – They need to feel as if they are invested in building on something with firm foundations, and playing their part in a long faithful history – Aren't fans of innovation

SJ STRENGTHS:

Ability to take charge – Guardians have natural talent in managing goods and services--from supervision to maintenance and supply chains
Predictable - They use all their skills to keep things running smoothly
Get along well with others – Good managers of people
Are responsible for small things as well as large – Careful with money

SJ WEAKNESSES:

Make keep doing the same things forever without question –Usually not very comfortable “winging it.” – Distrust change and take things slowly
Drained by overly emotional responses (emotions on “speaker”)
Can be controllers, exacting and/or judgmental w/their own standards
– Prone to worry/may need help when overwhelmed
Try to fix everything they see wrong, workaholic, become overwhelmed

Trust their word, their sense of duty, and loyalty.

• **NFs, or Idealists** (15-20%) are idealists serving causes and roles that help others: Teaching, counseling, family medicine,...they want to act in good conscience, always trying to do good without ever compromising their personal code of ethics. **Diplomacy – Getting everyone to work together and making sure each is affirmed and understood/heard from.**

- Idealists are enthusiastic, trust their intuition, seek significance
- They prize meaningful relationships, and dream of a better future
- Their beliefs, and being true to themselves, are most important to NFs
- Values and mission are the most important part of any organization
- Idealists pride themselves on being loving, kindhearted, and authentic
- Idealists tend to be giving, trusting, spiritual, and they are focused on other's personal journeys and care about personal growth
- Instantly sense a group's health. They notice problems in a group long before anyone else.

STRENGTHS:

Strong desire to help others

Strong beliefs and idealism allow them to create and work at causes others may see as hopeless – Firm believers in the rightness of their cause

Do not give up easily

Can quickly sense issues in a group or holding back

Make everyone feel important and cared about – Caring for others/feelings

WEAKNESSES:

Problems with confrontation and interpersonal conflict

Problems finding words for their feelings

Can be overly sensitive and personalize any form of criticism

Do not work well if not fully in agreement with the methods, goals of any job

Trust their passion(s), their caring and authenticity.

• **SPs, or Artisans** (30-35%) are concerned about “doing” and what is right in front of them, what they can get their hands on, and they will do whatever works, they love the spontaneous and at their best when winging it. Most personable type. Best at getting others to do stuff. Best with the here and now. SPs love fun and making things fun. **Tactics – “Doing the stuff.”**

- Artisans tend to be optimistic, and focused on the “here and now”
- Relationships are “most” important
- Risk-taking, willing to try, want to be “doing, not talking about it”
- Artisans are unconventional, bold, and spontaneous
- As entertainers, they trust their impulses/want to make a big splash
- Present oriented – If something’s happening, there is life.

STRENGTHS:

Life of the party and great at socializing and recruiting others - Sales

Making things exciting, fun along the way – “Larger than life”

Practical, realistic, flexible, hands-on problem-solvers, resourceful

USUALLY WILLING TO TRY ANYTHING (except read a boring book)

Good at pioneering and taking risks, boldness

Action/**doing**/practical matters – Feeding the hungry, going out to witness, helping others move, getting others to talk, giving...

Most social of all the types – Friends with everyone and knows everyone.

WEAKNESSES:

Poor at maintaining things incl. budgets – Need immediate, tangible rewards

Introspection and forgetfulness or inconsistency

Quickly bored – Can lose focus easily and not be well-grounded

Tend to be impulsive, based on the moment, feelings, mood

Can be seen as “social butterflies” – Not too deep with any one person

Trust their big-heartedness, their friendship and their willingness to try anything.

• **NTs, or Rationals** (5-10%) care about being correct, logical, solving problems and thinking outside the box. Pragmatists, they propose changes to achieve goals as efficiently as possible, ignoring arbitrary rules and convention if there is a better way. Good, tough, independent critics that can express themselves but may seem shy or distant. Best with the future.

Strategy – Finding the best way to succeed.

- Rationals tend to be pragmatic, skeptical, self-contained
- Seek knowledge, mastery (competence) and self-control.
- Always ask “Why?” are ingenious, independent, strong willed.
- Care about right doctrine and knowing the truth
- Good at figuring out how all the pieces interrelate.
- Rationals are even-tempered, trust logic, are open-minded, and prize a well-thought-out argument rather than see it as a challenge
- Future – They need to understand the point to the exercise.

STRENGTHS:

Developing new systems, programs, and anticipating/debugging issues in those systems – Systems Analysts

Deep, logical thinkers who are good with words, see the big picture

Teachers, theologians, critics always looking to improve on things

Can be very competent leaders who train staff to function well

Surround others with learning opportunities

Rarely take things personally, and can work by themselves

WEAKNESSES:

Too independent, too brash, or too dictatorial – Challenge authority

Can feel cold or “aloof” because they struggle with “small-talk.”

Don’t care about rules or titles, authority, or social norms

Can theorize forever/never do anything, – Take too long w/decisions

Not good at maintaining things for the sake of “keeping it going”

Can be absent-minded or bookworms that need to get out more

Tough for women since uncommon/often misunderstood

Trust their logic, predictions and reasoning