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**Report, Sample
PLK86243**

Your Keirsey Temperament Sorter-II results indicate that your personality type is that of the

RATIONAL™ Fieldmarshal (ENTJ)

In a world filled with unique individuals, when it comes to personality there are only four different temperaments and 16 types of people. Understanding these personality types and mastering your own can be the keys to achieving your goals.

Your temperament is the Rational. Rationals (NTs) 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 to develop new technologies, they have done much to shape the world. Your particular personality type, the Fieldmarshal (ENTJ), is even scarcer. Individuals of your type make up little more than 1-2 percent of the total population.

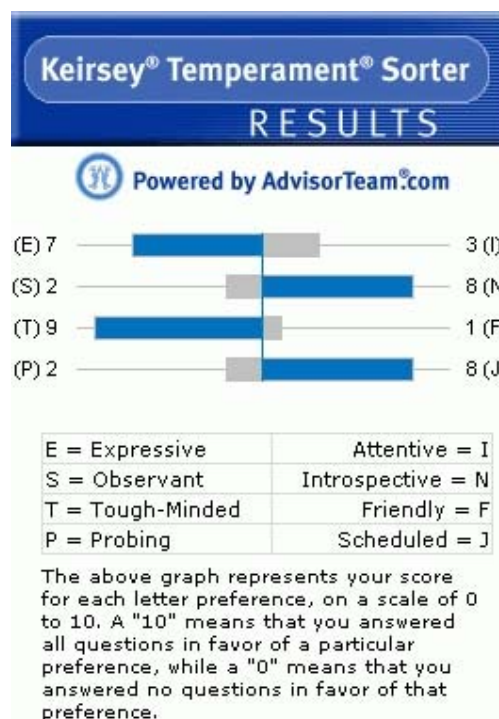
This report is designed to help you understand how the needs and preferences of your temperament shape your career development process. It includes a list of occupations that match the typical work style shared by people of your temperament.

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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 Scale Scores



About Your Rational (NT) 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 Relationship Between Temperament and Talent

The four temperament styles match up consistently with four general types of intelligent roles: Tactical, Logistical, Diplomatic, and Strategic. These four connections between temperament and intelligent roles are as follows:

- **Artisan - Tactical**
- **Guardian - Logistical**
- **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. Individuals who study Temperament and Talent find that they usually achieve the highest performance and results when they choose jobs or careers that allow them to take the fullest advantage of their natural strengths and most developed skills.

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 Four types of Rationals are:

- Architect (INTP)
- FieldMarshal (ENTJ)
- Inventor (ENTP)
- Mastermind (INTJ)

All Rationals share the following core characteristics:

- Rationals tend to be pragmatic, skeptical, self-contained, and focused on problem-solving.
- Rationals pride themselves on being ingenious, independent, and strong willed.
- Rationals make reasonable mates, individualizing parents, and strategic leaders.
- Rationals are even tempered, they trust logic, yearn for achievement, seek knowledge, prize technology, and dream of understanding how the world works.

Intelligent Roles Rationals Relative Strengths



The Rational 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 Rational.

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 term "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 in being objective and appropriately detached in their approach to problems.

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

Problem Solving: Since you are future-minded, you enjoy the forward thinking that problem solving requires. Making improvements, avoiding pitfalls, engage you to think creatively about the steps between "now" and "then."

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. But 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 challenge 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 Fieldmarshal (ENTJ)

Although Fieldmarshals are rare, your type seems to have influence beyond your numbers. This is due in large part to your leadership ability. Regardless of age or gender, it seems that Fieldmarshals like you are born to lead people.

At times, you may have found yourself in charge of other people and wondered how you got there. But the primary reason is likely your natural ability to harness both people and resources. You can be an excellent tactician when it comes to leading people toward their goals. Such an innate drive may have had you taking command of groups at an early age, even if it was just leading other kids on the playground.

Fieldmarshals like you can be supreme pragmatists. As a result, you rarely lose sight of your end goal and often actively seek out ways to bring order and efficiency to the tasks at hand. This holds true in both your professional and personal life. By plotting out all the steps needed to achieve your objectives, you can make a very strong strategic planner. However, this proactive, deliberate way of living doesn't mean that you stubbornly stick to an established route. On the contrary, you're typically very willing to abandon any procedure that is shown to be ineffective. Your quick mind allows you to adeptly rethink your plans so you can focus your efforts in more productive ways.

For you to take action in any given situation, you likely need a sufficient, concrete reason. As a result, people's feelings alone won't always move you to act. You usually prefer that decisions be based on impersonal data and want to work from well thought-out plans. Because of your need for order and efficiency, Fieldmarshals can be more skilled at reducing bureaucracy in organizations than any other type. In professional situations, this may mean that you're willing to dismiss any employee who can't keep up with new systems to increase their productivity. You can be particularly impatient with incompetence, especially when you see errors repeated. By being decisive and outspoken, you might find that there are times when you're feared more than loved. However you've probably also earned the respect of others around you for your high standards and ability to walk your talk.

Fieldmarshals like you often rise to command positions in the workplace and enjoy running the show. When in charge of an organization, whether it's military, business, educational, or government, you seem to have a special talent for visualizing where an organization is going. You can also be exceptionally good at communicating that vision to others. Systematizing, arranging priorities, generalizing, summarizing, compiling evidence, demonstrating ideas - these are all areas you may excel in. Because of these sought-after talents, many people of your type make superb executives. In fact, some Field Marshals focus so heavily on the satisfaction they gain from their work, that they push other areas of life aside. You would do well to maintain a balance of personal and professional endeavors.

Things You're Good At

- You will most likely "rise to the top" even if you have difficulty finding mentors or supporters.
- You have a gift for moving your workplace out of stagnation.
- You can be a good mentor because you recognize, appreciate and acknowledge talent.
- You're willing to examine assumptions and premises and to re-work plans.
- Other people see your decisiveness as "courage," and that fosters courage in them.
- Stimulated by complexity, you take on ambitious goals that others avoid.
- You hold yourself and your colleagues to very high standards.

Things to be aware of

- You may tend to step on toes when your drive to mobilize takes over.
- You may have difficulty in a field that requires a long "apprenticeship" stage.
- Dealing with bureaucracy is not a strong suit.
- You get bored easily.
- You may be blunt with people when you decide they are "wrong."
- In some environments, people may consider you overly aggressive, even hostile.
- You have a tendency to make snap decisions; that can lead to errors and to pessimism.

Navigating the Job Market

While your Keirsey Career Temperament Report does contain a list of careers often selected by people of your 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.

Intrinsic Values - choose your top values, starting with the following list of 10:

- 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?

Choosing the Best Occupation - Rational Fieldmarshal (ENTJ)

At work, your attention is drawn to framing objectives in all of their complexity. You then manipulate and marshal the resources and raw materials at your disposal- people's talents, money, tools, and institutional structure - to move toward those objectives. In your ideal job environment, you have the authority to decide upon goals and to direct their pursuit. You derive a sense of reward when you have devised a solution and set it into motion. A born leader, you become restless when you find yourself in a follower position - especially when you can envision solutions that the people officially in charge cannot. You have high standards of performance to which you hold yourself and other people. Consequently, you have little patience for incompetence in superiors or subordinates.

Your Ideal Job:

1. Provides you opportunities to lead others and to develop and improve your leadership skills.
2. Surrounds you with competent people.
3. Offers you interesting problems to solve.
4. Doesn't leave you tied up in "red tape."
5. Lets you work on long-range, strategic problems.
6. Lets you manage other people.
7. Gives you the opportunity to develop and demonstrate competencies.

Finding 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 does 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 Personality - Rational Fieldmarshal (ENTJ)



Provided below is a non-exhaustive list of occupations you may wish to consider. While all 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 ONET database sponsored by the U.S. Department of Labor, and a link for more information (if available) from the ONET 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	o-net™ OnLine	careerbuilder.com
Corporate Executive/Manager	Determine and formulate policies and business strategies and provide overall direction of private sector organizations. Plan, direct, and coordinate operational activities at the highest level of management with the help of subordinate managers.		
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.		
Government Executive	Determine and formulate policies and provide overall direction of Federal, State, local, or international government activities. Plan, direct, and coordinate operational activities at the highest level of management with the help of subordinate managers.		
Engineering Manager Manager	Plan, direct, or coordinate activities in such fields as architecture and engineering or research and development in these fields.		
Natural Science Managers	Plan, direct, or coordinate activities in such fields as life sciences, physical sciences, mathematics, statistics, and research and development in these fields.		
Program Director	Direct and coordinate activities of personnel engaged in preparation of radio or television station program schedules and programs, such as sports or news.		
Military Officer	All military officer special and tactical operations leaders/managers. Many specific positions are listed separately.		
Producer	Plan and coordinate various aspects of radio, television, stage, or motion picture production, such as selecting script, coordinating writing, directing and editing, and arranging financing.		
School Superintendent	Plan, direct, or coordinate the academic, clerical, or auxiliary activities of public or private elementary or secondary level schools.		
Political Scientist	Study the origin, development, and operation of political systems. Research a wide range of subjects, such as relations between the United States and foreign countries, the beliefs and institutions of foreign nations, or the politics of small towns or a major metropolis. May study topics, such as public opinion, political decision making, and ideology. May analyze the structure and operation of governments, as well as various political entities. May conduct public opinion surveys,		

	analyze election results, or analyze public documents.		
Technical Manager	Coordinate activities of technical departments, such as taping, editing, engineering, and maintenance, to produce radio or television programs.		

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 very early childhood, 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 create a lifestyle that suits you and to be yourself - to have your natural way of being accepted and encouraged.

For example, most people whose temperament is Rational 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 their "subordinates."

Temperament Tip

Your temperament is fundamental to your optimal ways of learning and working.

Temperament Tip

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 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 fastfood 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 doesn't see why others don't see it 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 it off. In college she was a very successful NCAA swimmer. This gave her the opportunity to pursue an athletic career, which she did, and 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?

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.

Guardians (SJs) - are wired to seek belonging to a group or community. They stabilize relationships and institutions through responsible, conventional, and traditional behavior. Thrive as conservators who establish, nurture, and maintain social structures.

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 coworkers, clients, and customers, and to their own personal growth.