

Figure 3.1 Typical SP characteristics (© Otto Kroeger Associates).

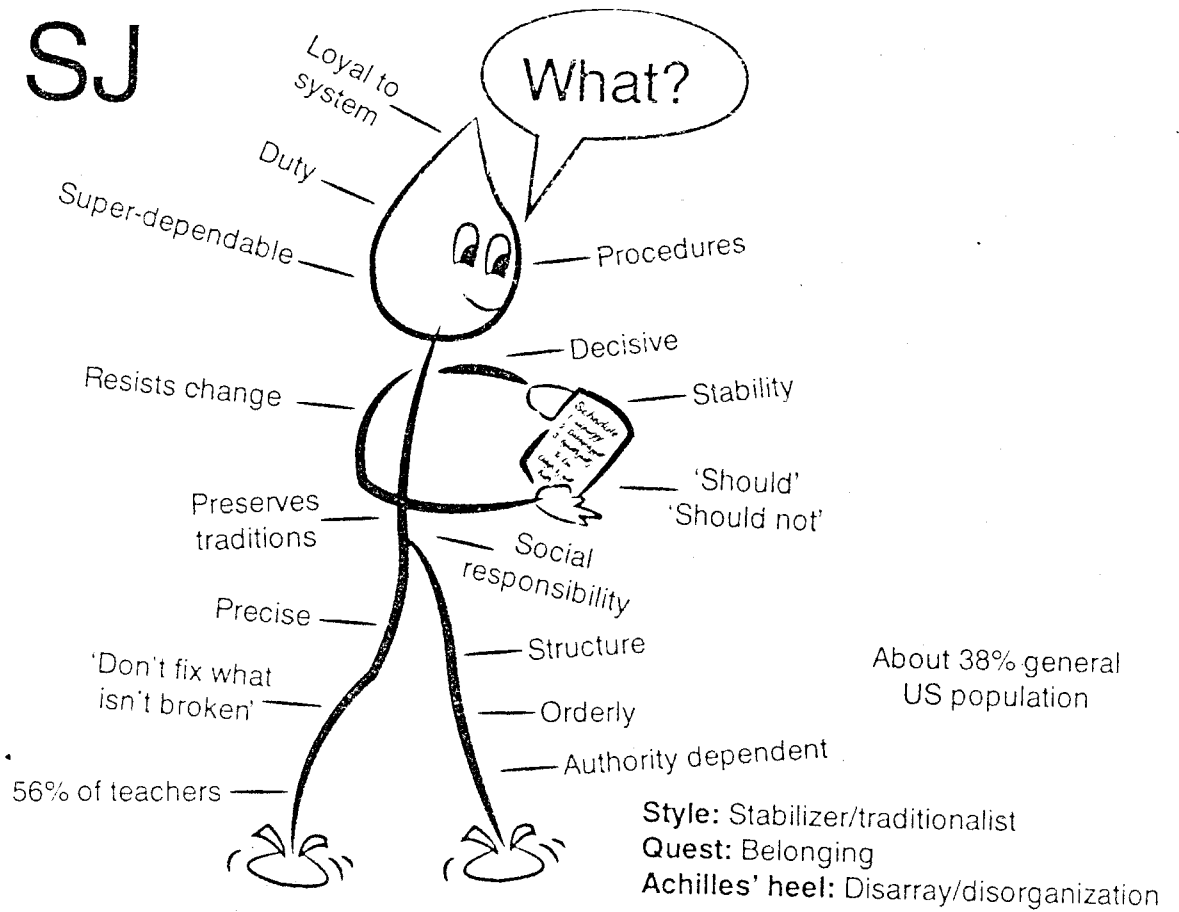


Figure 3.2 Typical SJ characteristics (© Otto Kroeger Associates).

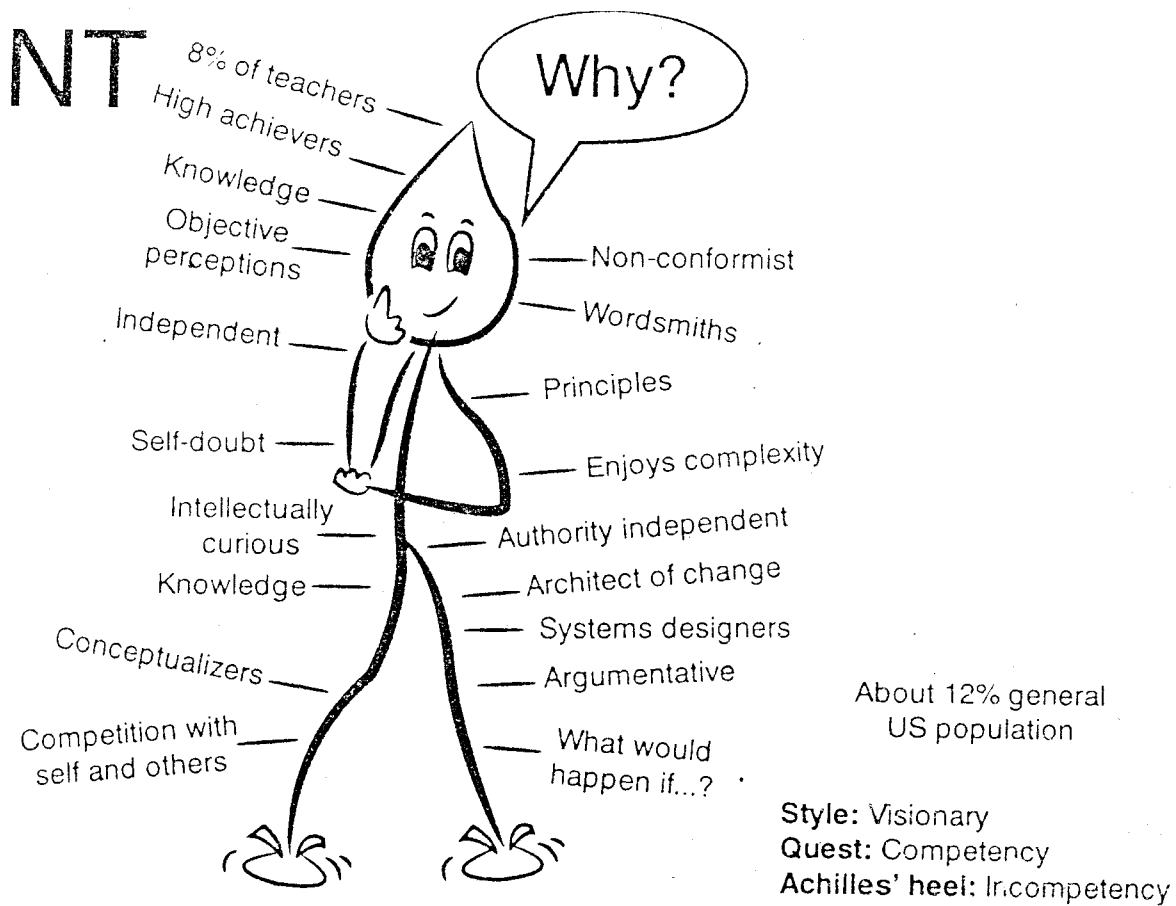


Figure 3.3 Typical NT characteristics (© Otto Kroeger Associates).

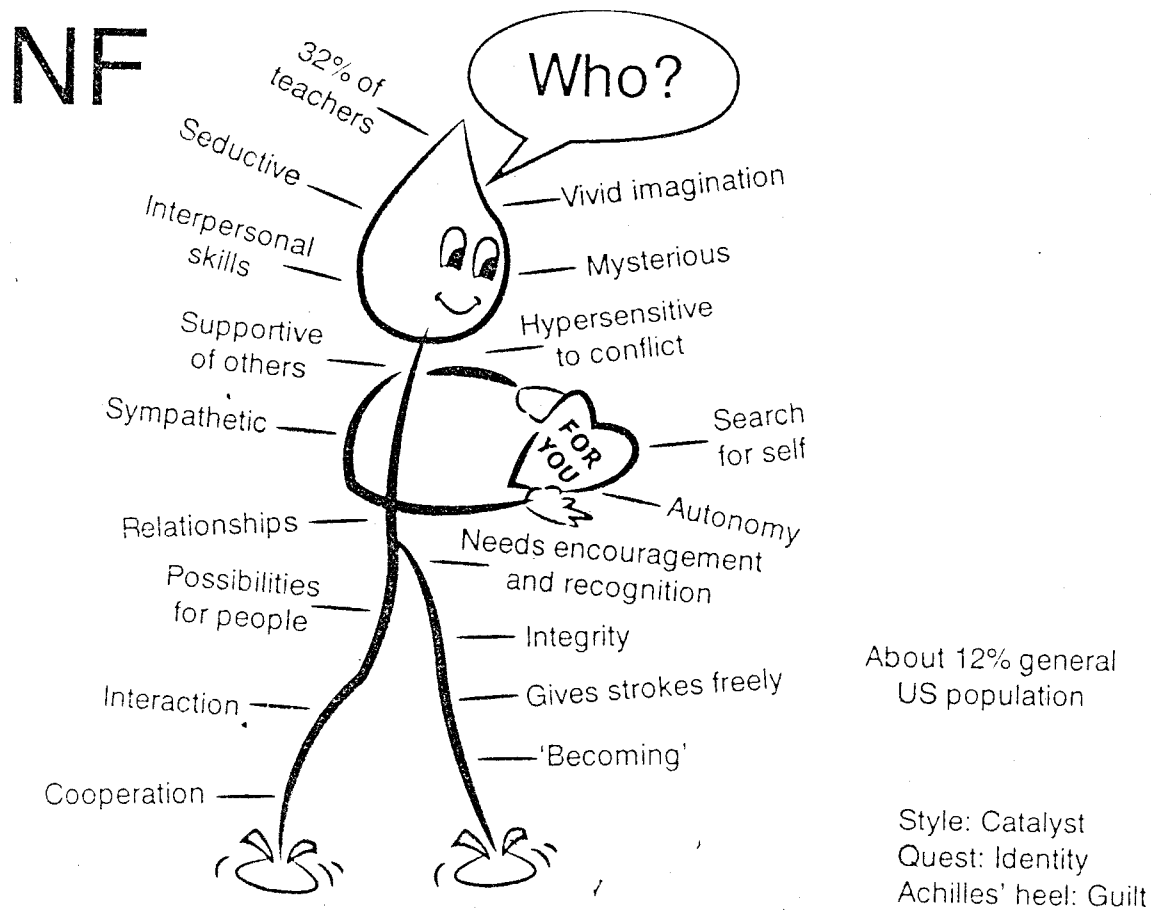


Figure 3.4 Typical NF characteristics (© Otto Kroeger Associates).

Table 9.3: Temperament and occupations (examples) (adapted from Myers and McCaulley, 1985)

SP	SJ	NT	NF
Performers	Managers	Scientists	Counsellors
Entrepreneurs	Accountants	Architects	Journalists
Troubleshooters	Police	Engineers	Artists
One-person businesses	Dentists	Designers	Psychologists
Rescue teams	Teachers	Managers	Clergy

Table 9.6: Temperament and most liked aspects of work (from Nicolson and Bayne, 1990)

SP	Emergencies and pressures. Solving practical problems, perhaps in a high-risk, tense environment. Variety, a lot going on. 'Adaptable realists'
SJ	Meeting deadlines, resolving issues and problems in a structured and stable environment. Attending to details. Planning well in advance. To be socially concerned and accepted. Security. 'Realistic decision-makers'
NT	Producing new high-quality ideas. Being respected for their ideas and achievements by people they respect. Autonomy. 'Logical and ingenious'
NF	Helping others in a 'nurturing' way. Being a resource. Being approved of and supported in a stimulating and harmonious environment. Making full use of own talents. Being 'energized through accomplishment'. 'Enthusiastic and insightful'

Table 3.7: Basic motives for each temperament (developed from Keirsey and Bates, 1978)

SP	—	Excitement and adventure
	—	Responding to crises
	—	Flexibility and freedom
SJ	—	Being responsible and useful
	—	Planning in detail
	—	Stability and security
NT	—	Developing new theories/models/ideas/systems
	—	Analysis, criticism and understanding
	—	Competence
NF	—	Harmony
	—	Self-development
	—	Supporting other people

Table 9.7: Temperament, stressful aspects of work, and reactions to stress (adapted from unpublished work by Valerie Stewart, from Nicolson and Bayne, 1990)

Stressful aspects	
SP	Not much happening. Monotony. Unclear or no information. Lack of freedom. (Unclear objectives matter much less)
SJ	Unclear objectives. Changes of plan. Ambiguity. Lack of control
NT	Doing routine and repetitive things, especially if they're detailed as well. Bureaucracy. Difficult relationships
NF	Conflict. Saying no. Depressed and suicidal people. Criticism
Reactions to stress	
SP	Frivolity, flight, 'go own way', breakdown
SJ	Redefine objectives, more resources, double check, more control, dogmatic
NT	Overwork, fight, intolerance, conform rebelliously, pedantic debate
NF	Self-sacrifice, cynicism, hysteria, depression

<p>IDEALIST</p> <p>CORE NEEDS Meaning and Significance Unique Identity</p> <p>STRESSORS Insincerity Betrayal Lack of Integrity</p> <p>WHEN STRESSED Disassociates Becomes Phony</p> <p>ANTIDOTES FOR STRESS Affirmation and Nurturing from Self and Others New "Quests"</p>	<p>GUARDIAN</p> <p>CORE NEEDS Membership or Belonging Responsibility or Duty</p> <p>STRESSORS Abandonment Insubordination Lack of Belonging</p> <p>WHEN STRESSED Complains Becomes "Sick, Tired, Sorry, Worried"</p> <p>ANTIDOTES FOR STRESS Inclusion in News and Activities, Appreciation New Membership</p>
<p>RATIONAL</p> <p>CORE NEEDS Mastery and Self-Control Knowledge and Competence</p> <p>STRESSORS Powerlessness Incompetence Lack of Knowledge</p> <p>WHEN STRESSED Obsesses Becomes Mindless</p> <p>ANTIDOTES FOR STRESS Reconfirmation of Competence and Knowledge A New Project</p>	<p>ARTISAN</p> <p>CORE NEEDS Freedom to Act on Needs of the Moment Ability to Make an Impact</p> <p>STRESSORS Constraint Boredom Lack of Impact</p> <p>WHEN STRESSED Retaliates Becomes Reckless</p> <p>ANTIDOTES FOR STRESS Finding Options and New Ways to Have Impact New Activities</p>