

**Clark County Fire Department:  
Profile of Personality Types and Temperaments  
Within the Clark County Fire Department**

*EXECUTIVE ANALYSIS OF FIRE SERVICE OPERATIONS IN EMERGENCY MANAGEMENT*

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A descriptive research project submitted to the National Fire Academy

as part of the Executive Fire Officer Program

September 2006

## **Abstract**

The Clark County Fire Department (CCFD) is located in Las Vegas, Nevada, one of the fastest growing counties in the nation. This phenomenal growth has challenged CCFD to formulate a strategy to deal with issues concerning training, diversity, and recruitment. To address this problem an aggregate personality profile was developed for firefighter, engineer, captain, and battalion chief using the Keirsey Temperament Sorter II. The purpose was to determine the magnitude of similarities and differences within each group.

Using descriptive research techniques, the study indicated a significant trend in personality temperament, SJ-Guardian, and personality types, ISTJ and ESTJ. Further research is recommended to develop guidelines using personality profiling to evaluate training, diversity, and recruiting efforts. A comparative study needs to be conducted to develop a comprehensive demographic profile utilizing additional demographic variables.

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## **Introduction**

As the fire service moves into the next millennium issues of ethnicity, age, and growth will cause it to continually look for better and more innovative approaches to training, recruiting, and retaining employees. These complex and important issues affect all aspects of the fire service. No longer can a department afford to do business without addressing its 'bottom line' and looking for ways to deliver training in which content that is both job specific and more importantly, employee specific. One-way to tap into the potential of its employees is to know and understand what the personality types and temperaments exist within the department. This research project is to look at what personality types and temperaments there are within Clark County Fire Department (CCFD). The results from this study will provide the department valuable information to tailor training, recruiting, and diversity efforts for the maximum benefit of its members.

The problem is the CCFD does not have an aggregate personality profile for the position levels of firefighter, engineer, captain, and battalion chief. CCFD has a complex and diverse work environment and needs to know what personalities exist on the department to enable new methods for organizational behavior and learning.

The purpose of this research project is to follow up on a previous sample study by the author to determine the profile of personality types and temperaments amongst a larger group within the CCFD utilizing the Keirsey Temperament Sorter II (KTSII). The study will identify a profile for each position level of firefighter, engineer, captain, and battalion chief within CCFD to determine the magnitude of similarities and differences within each group and the aggregate of all four groups within the study.

The method for this study involves using descriptive research techniques and a researcher developed demographic survey. The Keirsey Temperament Sorter II will serve as the primary instrument for data collection. The study will report and classify the personality types and temperaments with regard to position level and demographic factors. The following are the research questions examined in this study:

1. What aggregate personality types and temperaments exist for all individuals in the sample population?
2. What aggregate personality types and temperaments exist for all individuals in the position level sample?
3. What commonalities and differences exist within each position level and the aggregate sample?
4. How do the magnitudes of the sample population's similarities and differences in the personality types and temperaments justify further study in training, recruiting, and diversity initiatives?

### **Background and Significance**

Las Vegas, Nevada is known best for its glitz and glamour. It is home to some of the largest hotels in the world, but for those who venture off 'the strip' (as it is known to locals and visitors alike) they would find that Las Vegas is also a growing mecca for the racecar fans as they flock to the Las Vegas Motor Speedway. Twenty-five minutes from the strip is Red Rock Canyon, a premier climbing destination, and forty-five minutes away, Mt. Charleston, offers snow skiing to those tired of the lights and shows of the variety kind found downtown. Within

Clark County it is the responsibility of the CCFD to make sure that visitors and residents alike enjoy a safe retreat, whatever they choose to partake in.

Clark County has the highest population of any county in the State of Nevada. It encompasses over 7,000 square miles and has the largest city in the state, Las Vegas. The CCFD has twenty-five stations, twenty-two in the metropolitan area of Las Vegas, two in Laughlin and one in Jean. In addition, CCFD has thirteen volunteer stations within the unincorporated communities of Clark County with a volunteer force of over 400. The urban stations have over 700 members comprising the ranks of suppression, fire prevention, investigation, and support staff. On the average CCFD hires approximately 30 to 50 new recruits a year to cover new stations and employee turnover. To meet the demands of growth, CCFD has been adding one new station a year for the last five years with that trend continuing into the future. This is not surprising because Clark County's population estimates for July 2005 are 1,815,700 with an average growth rate of 5.45%. (Clark County Department of Comprehensive Planning, April, 2006, p. 2) According to the U.S. Census Bureau, "Nevada had the highest annualized net migration rate of any state," (Perry, April 2006, p. 4) this trend has continued for the last twenty years.

With unprecedented growth the fire department has a continual demand to hire and train new recruits while still meeting the on-going needs of its current members. It becomes critical to develop and deliver meaningful training that is effective in meeting the needs of a diverse workforce. Currently the CCFD requires its captains to deliver a minimum of twenty hours of instruction to their crews monthly. (Clark County Fire Department, 2003) Of this required training, the training staff provides lesson plans, PowerPoint presentations, and other supportive adjuncts via the CCFD training webpage, which accounts for ten to fourteen of the required

hours. This training meets National Fire Protection Agency (NFPA) requirements. In addition to classroom training, quarterly multi-company drills and specialty training are provided by the battalion chiefs, station captains, and training staff. The training staff also provides training for Emergency Medical Services (EMS). They provide training for three levels of providers, Emergency Medical Technician (EMT), EMT- Intermediate, and Paramedic. All training is in compliance with the Southern Nevada Health District EMS division. To help facilitate and track compliance, CCFD has contracted with Target Safety to provide 50 to 70 percent of EMS training electronically by computer. The CCFD training staff still develops all of the classes. This allows the employee to logon and complete classes while at the station without the crews having to go out-of-service to a training center for the class. This greatly benefits the public by keeping a unit in its area and in service rather than traveling across town for classes.

Training is required and time consuming, it is increasing harder for the captains to deliver and see that all the necessary training is completed while trying to keep up with the phenomenal call volume the department experiences. "In 2005 CCFD ran 103,944 calls... a 5% increase over 2004." (Clark County Fire Department, 2005, p. 3) Clark County has seen an average 7% annual growth in call volume since the early 1990's. This is why it is critical for the department to make sure that the training delivered is the most advantageous to the target audience it was intended and to avoid wasted opportunity in educating its members.

Knowing the personality types and traits of its members would give some insight into the learning behaviors or models that would work best for the largest group. It can provide valuable information and structure to planning and delivery that would have the greatest impact for its members the first time out. By tailoring the training curriculum to meet the specific learning styles of its members, the department allows for expanded opportunities for job satisfaction and



promotional opportunities, not to mention time saved in development and retention of the material and its impact on safety and services provided to the public. An added benefit is in recruiting efforts. By identifying the memberships core characteristics, some insight can be gained in recruitment efforts and allow the department to focus its efforts on the individuals most likely to seek and be successful with the fire service as a career.

In addition to providing potential practical usefulness to the department, this research complies with recommendations from at least two national organizations. The National Fire Academy (NFA) Executive Fire Officer Course, *Executive Analysis of Fire Service Operations in Emergency Management*, “prepares senior staff officers in the administrative functions necessary to manage the operational component of a fire and rescue department effectively” (Federal Emergency Management Agency, 2003, p. I-5) and “the need to transform fire and emergency services organizations from being reactive to proactive; with an emphasis on leadership development, prevention, and risk reduction.” (Federal Emergency Management Agency, 2003, p. I-3) This research will assist CCFD in identifying the personality types and traits of its members. The project also relates to and supports the U.S. Fire Administration’s (USFA) operational objective “to respond appropriately in a timely manner to emergent issues.” (Federal Emergency Management Agency, 2004)

### **Literature Review**

The idea of using temperament and character to describe human behavior is not a new phenomenon. In fact, it has been around for more than 2000 years.

Ancient belief[s] ...came primarily from the early Greeks and Romans. It was the Roman physician Galen who, developing the ideas of Hippocrates, proposed (around 190 A.D.) that it is neither the stars nor the gods that determine what we want and what we

do; rather, it is the balance of our bodily fluids, the four “humors,” as they were called. If our blood predominates Galen called us “Sanguine” or eagerly optimistic in temperament; if our black bile or gall predominates, then we are “Melancholic” or doleful in temperament; and if our phlegm predominates, then we are “Phlegmatic” or calm in temperament. Thus for the first time, in the West at any rate, our physiology was said to determine our attitudes and actions, and not the deities or the heavenly bodies. As Shakespeare would put it, writing many centuries later, “The fault, dear Brutus, is not in the stars but in ourselves.”(Keirse, 1998, p. 23)

Luckily today one does not have to notice others bodily fluids to gain insight into their character and actions. One simple click or two of the mouse and an Internet browser will bring the curious to several websites offering a variety of test to help find a person’s personality type and temperament.

Although the idea or study of “personality types” has been around for thousands of years, its popularity has peaked in the last 100 years due to the works of Carl Gustav Jung, Katharine C. Briggs and Isabel Briggs Myers. “Katharine Briggs read Jung’s work soon after it was published in English in 1923. She herself had been developing a theory of psychological type, and she recognized that she and Jung had been thinking in parallel lines. Jung has so clarified what she herself had been thinking that she became an advocate and promoter of his work.” (Brownword, 1987, p. 1) It was Katharine who introduced the concept to her daughter, Isabel, and together it became their life passion to make these insights available to all. Through their work, they developed the Myers-Briggs Type Indicator (MBTI) “which continues to be the best way for people interested in type to identify that type which describes them best.” (Brownword, 1987, p. 1) That test is still in use today.

“Temperament theory, as it has come to be called, has surfaced, disappeared, and resurfaced several times in western civilization. David Keirsey, as a student at Claremont Graduate School shortly after World War II, became intrigued with theories of temperament as described by German scholars in the late nineteenth and early twentieth centuries.”

(Brownsword, 1987, p. 1) One of the works of David Keirsey was the development of the Keirsey Temperament Sorter II (KTSII) test that tested for sixteen personality types as well as four temperaments. Although the work of Keirsey and Myers and Briggs appears contradictory, they are not. David Keirsey had rejected some of the critical and important parts of Jung’s theory while Myers-Briggs did not attempt to include temperament in theirs. However, both “provide significant insights into human behavior.” (Brownsword, 1987, p. 1)

What both Keirsey and Myers-Briggs have offered to the public is a way to see ourselves as one of sixteen personality types. These types cannot only give insight into ourselves, but also how we interact with the world and people around us. “There are two sides to personality, one of which is temperament and the other character. Temperament is a configuration of inclinations, while character is a configuration of habits. Character is disposition, temperament pre-disposition... Put another way, our brain is a sort of computer which has temperament for its hardware and character for its software.” (Keirsey, 1998, p. 20)

“Today’s fire service is like a world of smoke and mirrors. Things are not always, as they seem, and certainly, they are not as simple as they once were. The fire service is in the midst of a Herculean struggle to both preserve valued traditions and make necessary changes.” (Kirschman Ph.D., 2004, p. xiii) Within this effort is the need for the fire service to identify its core personality type and temperament. “On the other hand, there is no such thing as a specific “fire fighter personality”. Fire fighters are as different from each other as they are alike. Still, there are

a set of attributes or characteristics that many fire fighters share and a set of qualities or features that fire fighters need.” (Kirschman Ph.D., 2004, p. 37-38) It is in finding this core set of attributes and qualities that is of interest. With that knowledge, one may look at what services are provided to the internal customer of the fire service, its regular members. As countless hours are expended on developing and delivering continuing education, it is important that the fire service know who ‘they’ are and what methods of delivery would work the best for the majority.

“Success in accomplishing the mission of the fire department will require all members to work together as a team. The effective fire service leaders of the 21<sup>st</sup> Century will be the facilitators, the ones who will be able to empower each and every member, thus making each member a leader within his or her area or responsibility.” (Fleming, 1996, p. 16) Taping into that ‘personality’ of the department will assist in making the organizational changes necessary to move an organization to the next level of service, both internally and externally.

“Typewatching cuts right to the heart of building and maintaining effective teams. Success...will result from the ability of companies to produce with fewer human resources and to promote collaboration over competition within and among companies.” (Kroeger, Thuesen, & Rutledge, 2002, p. 93) “We aren’t about to suggest that Typewatching will eliminate all of these problems, but we can assure you that it can go a long way toward helping you find solutions to your organization’s present and future challenges.”(Kroeger et al., 2002, p. 8) As fire departments continue to compete with other interest in obtaining funding for resources and monies, finding and recruiting new members becomes a challenge. Having a clear vision of the collective corporate image is beneficial in targeting those groups that may be interested in the fire service as a career. Type casting will give the department a snap shot of those that might be interested in the job by seeing what other occupations are also within those personality

types/temperaments. This saves time and effort by concentrating the department's efforts on occupations and/or aptitudes that are shown to be drawn to those similar to the fire service.

As the fire service matures and grows, it must realize "diversity is upon us. Whatever the merits of living in a relatively homogeneous world of people somewhat like us, we find ourselves continually challenged, confronted, even assaulted with others' differences- differences in perspectives, styles, beliefs, and feelings, to name just a few of the categories. It is clear that our individual pursuits will bear fruit only to the degree to which we can not only understand these differences, but actually value and capitalize on them." (Kroeger & Thuesen, 1988, p. 3) "Typewatching has proven to be an enormously productive way of looking at ourselves in a wide variety of settings, from time management to weight management. It is a tool that can be used across a wide span of age groups to help us reach challenging and commonly valued objectives." (Kroeger & Thuesen, 1988, p. 4) Used as a tool, personality testing may be the key to unlocking the potential of the mind and heart of a fire fighter, and the doorway to discovering what that true contribution is to the fire service.

## **Procedures**

### **Definition of Terms**

**Cover Page:** It is a page given to respondents at the time of test administration and is used to tabulate demographic information (Appendix B). It collects information about age, gender, race (voluntary response), current rank, number of years on CCFD, number of years at current rank, current specialties, highest level of education, and personality type from KTSII test. (Geldbach-Hall, 2003, p. 12)

**Diversity:** “Diversity is “otherness,” or those human qualities that are different from our own and outside the groups to which we belong, yet are present in other individuals and groups” (University of Maryland, 2002)

**Personality Type:** Personality typing is a tool with many uses. It is the four psychological functions or four distinct ways of knowing and interacting with the world around us. Sixteen personality types derive from the four letter combinations. (Geldbach-Hall, 2003, p. 13)

**Responder/ Respondent:** These are the individuals involved in the pilot study by taking and submitting their cover page and the result of the Keirsey Temperament Sorter II test. (Geldbach-Hall, 2003, p. 13)

**Temperament:** Each of the sixteen personality types fits into one of four temperament types. Temperament is a configuration of inclinations, thus it is the inborn form of human nature. The four temperaments are SP, SJ, NF, and NT. (Geldbach-Hall, 2003, p. 13)

### **Assumptions and Limitations**

One of the largest limitations of the study was the researcher’s ability to reach a large enough sample size to make the study valid. The test took approximately twenty minutes to administer and another fifteen to twenty minutes in going over the results with each crew that participated. With over twenty-five stations, spread over a large geographical area, the researcher would require seventy-five individual station visits to complete testing the whole department. Since the researcher’s time was limited to on-duty, it was a great challenge to complete the research with the stations that were represented in this study. As it was, the researcher was able to make twenty-eight personal station visits over all three platoons.

Cost was an additional factor. The researcher was responsible for all the cost associated with the test and materials. With the KTSII test at \$0.50 per test, the researcher purchased all of the test used in the survey. The survey was a one-time use item and the participants were allowed to keep all material distributed with the exception of the cover page which the researcher collected to form the study.

The assumption for this research is that all participants answered honestly to the questions asked in the KTSII. It is further assumed that the test booklets set out for self-evaluation were filled out by participants that had not already participated in the study, and they were honest on their cover page and their test results.

Due to the study size and number of stations required to visit, the researcher elected to distribute packets to thirty-seven additional stations for self-evaluation. Of those stations targeted, sixteen stations returned the packet and/or self-addressed stamped envelop to the researcher. The response was low with only seventy-six of the targeted 269 potential respondents responding for approximately 28% return rate. Twenty-two of those responses were eliminated due to incomplete data resulting in an overall return rate of 20%. The researcher believes that this number would have been significantly higher if each station was personally visited. Out of the stations receiving a personal visit, only one participant refused to participate in the study.

The popularity of personality testing in the last decades has lead to many companies using this data in ways it was never intended. It is the researcher's intention to use the data collected for the betterment of the CCFD and to allow a glimpse of insight into the character of its personnel. This information is just a snap shot of its personnel; it is not a full picture of their strengths and weaknesses. Ultimately, it is the people and their spirit at CCFD that determines

the future of the organization. In that intention, this research should only be used in developing CCFD to its full potential.

### **Research Methodology**

The research procedures used in preparing this study included a literature review to ascertain the current and past history of personality types and temperaments and their influence on training, recruitment, and diversity. In addition, this study also looked at how personality types and temperaments impact an organization and how that may be applied to CCFD. Research on the subject was collected from local libraries, the National Fire Academy (NFA) Learning Resource Center (LRC), and the Internet. This project is a continuation of an earlier research project by the author titled, "Sample Profile of Personality Types and Temperaments within the Clark County Fire Department," (Geldbach-Hall, 2003) where a smaller sample size was looked at to determine if a full study was justified. The full study was justified. This research documents the full study.

During the pilot study, the author identified the KTSII test (Appendix A) as an instrument that was economical, easy to administer, and self-scoring by the participant. Due to the relative low cost in purchasing the test, the test was used again for the full study. In addition, it allowed the researcher to use the results of the first pilot study to compare and contrast against the results of this study for commonalities and differences. The testing time for administering the test was approximately twenty-minutes with fifteen- to twenty-minutes of discussion to follow. The test was simple to administer and the participants were comfortable with the test format. The scoring was made simpler by making a copy of the scoring sheet and allowing participants that had completed the test to use it to score the test without having to flip back and forth between pages.



To accompany the KTSII test, a cover page was developed by the author (Appendix B) to record demographic information used in the study. The information included age, gender, race (voluntary information), current rank, number of years on CCDF, number of years at current rank, current specialties, highest level of education, and personality type. During this course of this research paper, the only demographics used will be rank and personality type to determine the aggregate personality type and temperaments for all individuals in the study and for the position level of firefighter, engineer, captain, and battalion chief. The magnitude of these similarities and differences will be used to justify further study on training, recruiting, and diversity initiatives that work best for the predominate group within CCFD.

The participants for this study were selected by convenience sample. The primary groups used for personal visits by the researcher were from Battalion 3. Battalion 3 is primarily in the eastern most part of the Las Vegas valley and covers ten stations. The author is the battalion chief in battalion 3's area, and it was more convenient to use that group for personal visits while on-duty and during overtime shifts. The remainder of the fifteen stations was primarily targeted with the self-administered test format with a few exceptions. The exceptions were due to a lack of available testing material to administer to the whole department, and the author felt that the stations targeted were a fair and equitable view of the department as a whole. There are twenty-five stations requiring seventy-five individual station visits to complete the whole department. Forty-one stations participated in the survey and 250 surveys were completed out of a total population of 561. Described in another way, 44.6% of the department participated in the study giving the researcher's results a confidence level of 95%. (National Fire Academy, 1998, p. SM 3-40)

The respondents taking the KTSII test were given minimal instruction prior to the test taking. They were simply invited to participate and told that it was a research project as part of the Executive Fire Officer (EFO) class the author is taking at the NFA. They were instructed to read the questions and if they got 'stuck' on any response, they were to use their work personality over their home personality in determining the best response. During the pilot study, several words were determined confusing as to the appropriate or apparent definition. The author provided definitions for those terms taken from <http://www.indictionary.com> (Iversen, 2005) and they were laid on the table for the participants to use if needed. (Appendix C) After completing the test, the participants were given a copy of the scoring form and were able to use it to simplify the scoring of the test. (Appendix D) Once scored, the answer was recorded onto the cover page, which the author collected.

If the author found participants that scored equally on one or more of the lettered areas, the respondent was given a copy of each potential personality type and was asked to read the descriptions and determine which one they felt best described their personality. This way the author did not have to eliminate any responses due to mixed results. These descriptions were compiled from various sources and were shortened to fit within a half sheet of paper. (Appendix E) The paper was color-coded for each of the four temperaments to help in organization of the handouts. During the self-administered part of the testing, twenty-two responses were not used due to inconclusive results or invalid data and thus not included in the study.

Those stations targeted for self-administration of the test were given a packet that consisted of a cover letter (Appendix F) with instructions on how to administer the test, the descriptions of each personality type, a test booklet and cover page for each participant, and a self-addressed stamped envelope to be mailed to the author's home. The packets were distributed

via the CCFD interoffice mail to each station selected in the self-test group. That group consisted of 269 potential participants. Each captain for an individual station and platoon was advised, via CCFD email, that the packet was coming and that the author would appreciate his or her participation. Out of the 269 potential respondents, 76 participants, or 28.25% returned a cover page. Of those 76 returned responses, 54 results were useable; this was 71.1% of the total returned. The remaining 22 not used, or 28.9% of the total returned, were determined to be invalid responses due to incomplete data. For the purpose of this study, those twenty-two invalid responses are not used.

The final analysis of the results was to convert the 250 responses into percentages, then, to compare and contrast the results.

**Research Question 1:** What aggregate personality types and temperaments exist for all individuals in the sample population?

The 250 responses from the study demographic sheets will be tabulated for firefighters, engineers, captains, and battalion chiefs in percentages listed in table and figure form. The temperaments will be broken down into four sub-groups consisting of the combinations of SJ, SP, NF, and NT to look at a broader picture of subtypes within the study.

**Research Question 2:** What aggregate personality types and temperaments exist for all individuals in the position level sample?

The 124 firefighters, 74 engineers, 45 captains, and 7 battalion chiefs from the study will be tabulated separately in percentages listed in a table and figure form. The temperaments will be broken down into four sub-groups for each rank consisting of the

combinations of SJ, SP, NF, and NT to look at a broader picture of subtypes within the study.

**Research Question 3:** What commonalities and differences exist within each position level and the aggregate sample?

Using the tables and figures created in Question 1 and 2, a breakdown of the predominate character types will be examined for all position levels as well as all together. This will be contrasted with typical ‘norms’ found in broader studies of personality types and temperaments within society.

**Research Question 4:** How do the magnitudes of the sample population’s similarities and differences in the personality types and temperaments justify further study in training, recruiting, and diversity initiatives?

Looking at Question 1, 2, & 3, the researcher will make a determination about whether the results of the study justify further investigation into using CCFD personality type and temperament as an applicable tool in designing and developing programs to enhance training, recruiting, and diversity initiatives.

## **Results**

### **Research Question 1**

*What aggregate personality types and temperaments exist for all individuals in the sample population?*

Table 1 is an aggregate comparison of the personality types from the study that includes firefighter, engineer, captain, and battalion chief. This table includes 250 of the 272 response received from the cover page. Twenty-two responses were pulled from the table because of

invalid or inconclusive information and could not be categorized into either rank and/or personality type.

**Table 1**

**Aggregate Comparison of Personality Types for All Individuals (n=250)**

<b>ISTJ</b> N=67 26.80%	<b>ISFJ</b> N=24 9.60%	<b>INFJ</b> N=0 0%	<b>INTJ</b> N=0 0%
<b>ISTP</b> N=3 1.20%	<b>ISFP</b> N=5 2.00%	<b>INFP</b> N=5 2.00%	<b>INTP</b> N=1 0.40%
<b>ESTP</b> N=14 5.60%	<b>ESFP</b> N=12 4.80%	<b>ENFP</b> N=4 1.60%	<b>ENTP</b> N=1 0.40%
<b>ESTJ</b> N=69 27.60%	<b>ESFJ</b> N=37 14.80%	<b>ENFJ</b> N=4 1.60%	<b>ENTJ</b> N=4 1.60%

**SJ- Guardian-** ISTJ, ISFJ, ESTJ, ESFJ

**SP- Artesian-** ISTP, ISFP, ESTP, ESFP

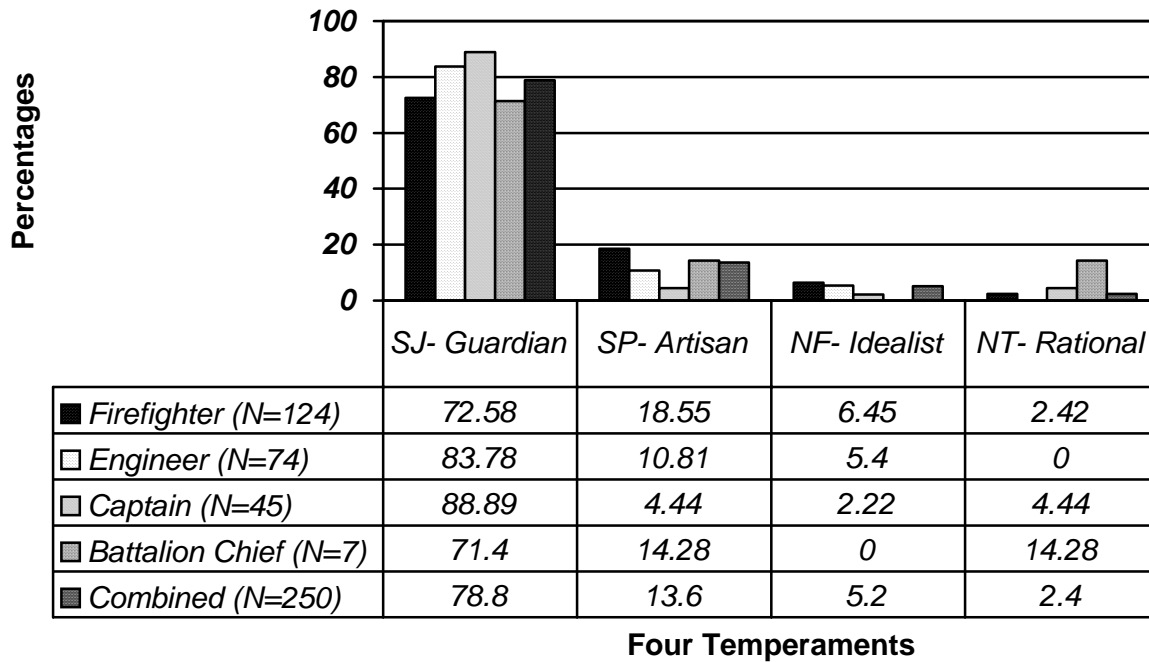
**NF- Idealist-** INFJ, INFP, ENFP, ENFJ

**NT- Rational-** INTJ, INTP, ENTP, ENTJ

Represented in Figure 1 are the aggregate personality temperaments. Of the four temperaments, one category stands out with a significantly higher number of respondents- SJ. Of all calculated responders, 78.8% fell into the SJ temperament, 13.6% SP, 5.2% NF, and 2.4% into NT.

**Figure 1**

**Temperament Breakdown for Firefighters (n=124), Engineers (n=74), Captains (n=45), Battalion Chiefs (n=7), and Combined (n=250)**



### Research Question 2

*What aggregate personality types and temperaments exist for all individuals in the position level sample?*

Table 2 represents the aggregate personality types for battalion chiefs in the study.

**Table 2****Aggregate Comparison of Personality Types for Battalion Chiefs (n=7)**

<b>ISTJ</b>	<b>ISFJ</b>	<b>INFJ</b>	<b>INTJ</b>
<b>N=0</b>	<b>N=2</b>	<b>N=0</b>	<b>N=0</b>
<b>0%</b>	<b>28.57%</b>	<b>0%</b>	<b>0%</b>
<b>ISTP</b>	<b>ISFP</b>	<b>INFP</b>	<b>INTP</b>
<b>N=0</b>	<b>N=0</b>	<b>N=0</b>	<b>N=0</b>
<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>ESTP</b>	<b>ESFP</b>	<b>ENFP</b>	<b>ENTP</b>
<b>N=0</b>	<b>N=1</b>	<b>N=0</b>	<b>N=0</b>
<b>0%</b>	<b>14.29%</b>	<b>0%</b>	<b>0%</b>
<b>ESTJ</b>	<b>ESFJ</b>	<b>ENFJ</b>	<b>ENTJ</b>
<b>N=2</b>	<b>N=1</b>	<b>N=0</b>	<b>N=1</b>
<b>28.57%</b>	<b>14.29%</b>	<b>0%</b>	<b>14.29%</b>

**SJ- Guardian-** ISTJ, ISFJ, ESTJ, ESFJ

**SP- Artesian-** ISTP, ISFP, ESTP, ESFP

**NF- Idealist-** INFJ, INFP, ENFP, ENFJ

**NT- Rational-** INTJ, INTP, ENTP, ENTJ

Figure 2 represents the aggregate personality temperament for battalion chiefs in the study.

Figure 2

Temperament Breakdown for Battalion Chiefs (n=7)

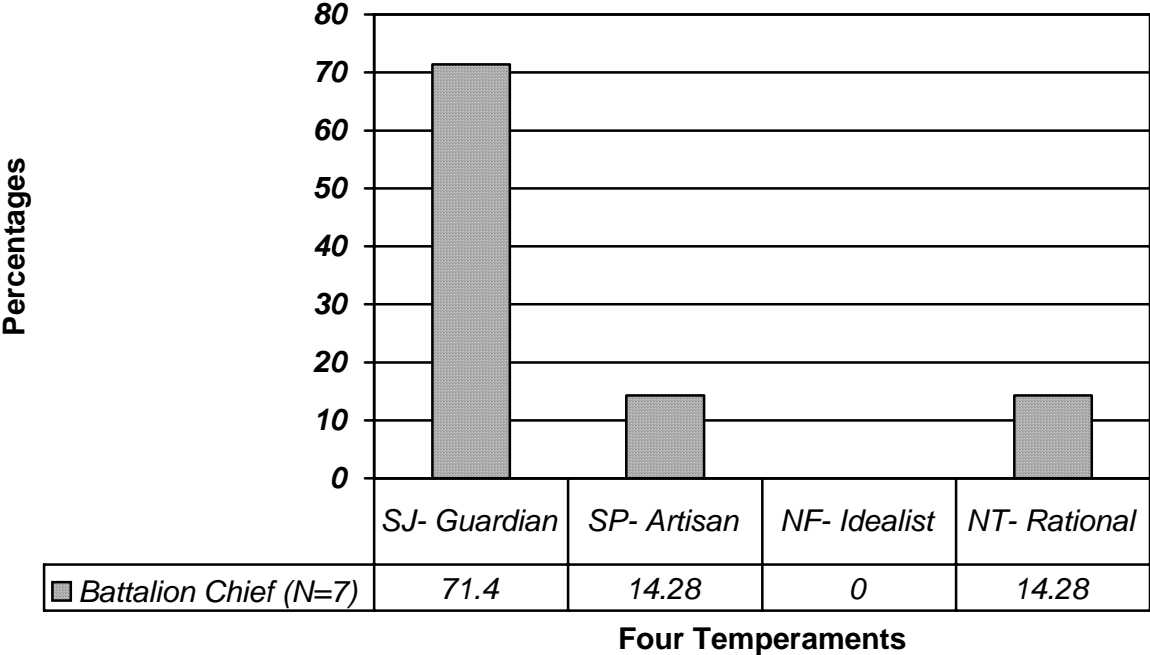


Table 3 represents the aggregate personality types for captains in the study. Three responses were pulled from the table because they did not have one definitive answer or were incomplete in defining the personality type.



**Table 3****Aggregate Comparison of Personality Types for Captains (n=45)**

<b>ISTJ</b>	<b>ISFJ</b>	<b>INFJ</b>	<b>INTJ</b>
<b>N=16</b>	<b>N=4</b>	<b>N=0</b>	<b>N=0</b>
<b>35.56%</b>	<b>8.89%</b>	<b>0%</b>	<b>0%</b>
<b>ISTP</b>	<b>ISFP</b>	<b>INFP</b>	<b>INTP</b>
<b>N=1</b>	<b>N=0</b>	<b>N=0</b>	<b>N=1</b>
<b>2.22%</b>	<b>0%</b>	<b>0%</b>	<b>2.22%</b>
<b>ESTP</b>	<b>ESFP</b>	<b>ENFP</b>	<b>ENTP</b>
<b>N=0</b>	<b>N=1</b>	<b>N=1</b>	<b>N=0</b>
<b>0%</b>	<b>2.22%</b>	<b>2.22%</b>	<b>0%</b>
<b>ESTJ</b>	<b>ESFJ</b>	<b>ENFJ</b>	<b>ENTJ</b>
<b>N=10</b>	<b>N=10</b>	<b>N=0</b>	<b>N=1</b>
<b>22.22%</b>	<b>22.22%</b>	<b>0%</b>	<b>2.22%</b>

**SJ- Guardian-** ISTJ, ISFJ, ESTJ, ESFJ

**SP- Artesian-** ISTP, ISFP, ESTP, ESFP

**NF- Idealist-** INFJ, INFP, ENFP, ENFJ

**NT- Rational-** INTJ, INTP, ENTP, ENTJ

Figure 3 represents the aggregate personality temperaments for captains in the study.

**Figure 3**

**Temperament Breakdown for Captains (n=45)**

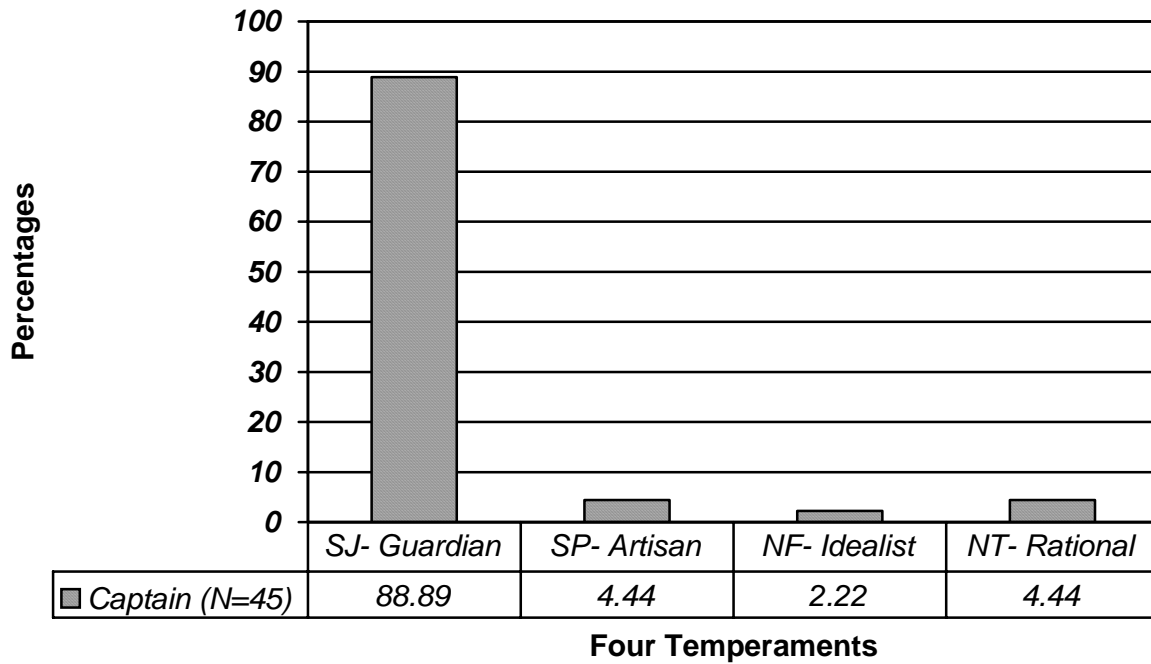


Table 4 represents the aggregate personality types for engineers in the study. Four responses were pulled from the table because they did not have one definitive answer or were incomplete in defining the personality type.

**Table 4****Aggregate Comparison of Personality Types for Engineers (n=74)**

<b>ISTJ</b>	<b>ISFJ</b>	<b>INFJ</b>	<b>INTJ</b>
<b>N=22</b>	<b>N=9</b>	<b>N=0</b>	<b>N=0</b>
<b>29.73%</b>	<b>12.16%</b>	<b>0%</b>	<b>0%</b>
<b>ISTP</b>	<b>ISFP</b>	<b>INFP</b>	<b>INTP</b>
<b>N=1</b>	<b>N=1</b>	<b>N=2</b>	<b>N=0</b>
<b>1.35%</b>	<b>1.35%</b>	<b>2.70%</b>	<b>0%</b>
<b>ESTP</b>	<b>ESFP</b>	<b>ENFP</b>	<b>ENTP</b>
<b>N=6</b>	<b>N=0</b>	<b>N=2</b>	<b>N=0</b>
<b>8.11%</b>	<b>0%</b>	<b>2.70%</b>	<b>0%</b>
<b>ESTJ</b>	<b>ESFJ</b>	<b>ENFJ</b>	<b>ENTJ</b>
<b>N=20</b>	<b>N=11</b>	<b>N=0</b>	<b>N=0</b>
<b>27.0%</b>	<b>14.86%</b>	<b>0%</b>	<b>0%</b>

**SJ- Guardian-** ISTJ, ISFJ, ESTJ, ESFJ

**SP- Artesian-** ISTP, ISFP, ESTP, ESFP

**NF- Idealist-** INFJ, INFP, ENFP, ENFJ

**NT- Rational-** INTJ, INTP, ENTP, ENTJ

Figure 4 represents the aggregate personality temperaments for engineers in the study.

Figure 4

Temperament Breakdown for Engineers (n=74)

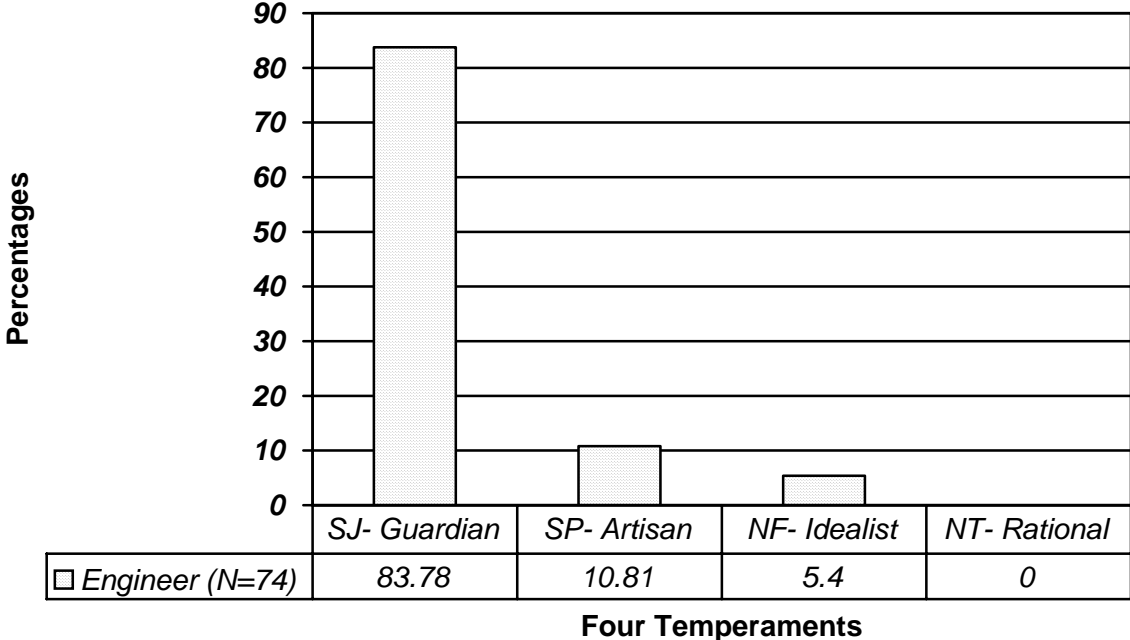


Table 5 represents the aggregate personality types for firefighters in the study. Eleven responses were pulled from the table because they did not have one definitive answer or were incomplete in defining the personality type.

**Table 5****Aggregate Comparison of Personality Types for Firefighters (n=124)**

<b>ISTJ</b>	<b>ISFJ</b>	<b>INFJ</b>	<b>INTJ</b>
<b>N=29</b>	<b>N=9</b>	<b>N=0</b>	<b>N=0</b>
<b>23.39%</b>	<b>7.26%</b>	<b>0%</b>	<b>0%</b>
<b>ISTP</b>	<b>ISFP</b>	<b>INFP</b>	<b>INTP</b>
<b>N=1</b>	<b>N=4</b>	<b>N=3</b>	<b>N=0</b>
<b>0.81%</b>	<b>3.23%</b>	<b>2.42%</b>	<b>0%</b>
<b>ESTP</b>	<b>ESFP</b>	<b>ENFP</b>	<b>ENTP</b>
<b>N=8</b>	<b>N=10</b>	<b>N=1</b>	<b>N=1</b>
<b>6.45%</b>	<b>8.06%</b>	<b>0.81%</b>	<b>0.81%</b>
<b>ESTJ</b>	<b>ESFJ</b>	<b>ENFJ</b>	<b>ENTJ</b>
<b>N=37</b>	<b>N=15</b>	<b>N=4</b>	<b>N=2</b>
<b>29.84%</b>	<b>12.10%</b>	<b>3.23%</b>	<b>1.61%</b>

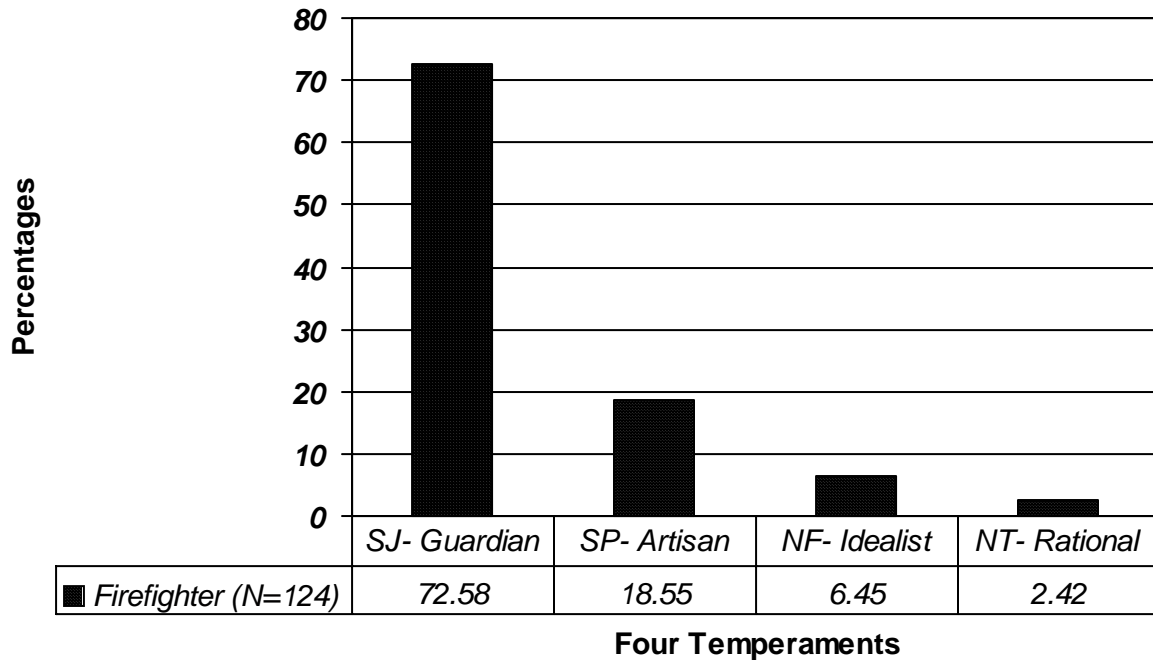
**SJ- Guardian-** ISTJ, ISFJ, ESTJ, ESFJ

**SP- Artesian-** ISTP, ISFP, ESTP, ESFP

**NF- Idealist-** INFJ, INFP, ENFP, ENFJ

**NT- Rational-** INTJ, INTP, ENTP, ENTJ

Figure 5 represents the aggregate personality temperaments for firefighters in the study.

**Figure 5****Temperament Breakdown for Firefighters (n=124)****Research Question 3**

*What commonalities and differences exist within each position level and the aggregate sample?*

Immediately the overwhelming results show that over 78% of the respondents in the study fell into the SJ- Guardian temperament category. Of those 78 percent, 54.4% or 136 respondents fell into two distinct personality types, ISTJ (26.80%) and ESTJ (27.60%).

“Guardians make up as much as 40 to 45 percent of the population... [Supervisors, ESTJ’s] comprising [of] at least ten percent of the population... [and] inspectors [ISTJ’s] as much as [another] ten percent of the general population.” (AdvisorTeam Inc., 2005b) CCFD has double the amount of SJ-Guardian temperaments as one would expect to find in the general population.

The SP-Artisans temperament was 13.6% of the total CCFD population, somewhat less than what one would expect to see in relationship to the general population. “Artisans... [make up] perhaps 15 to 20 percent of the population.” (AdvisorTeam Inc., 2005a) As for the NF-Idealist, CCFD was at 5.2%; “Idealist...[make] up no more that 25 to 30 percent of the population.” (AdvisorTeam Inc., 2005c) The final portrait, NT-Rational’s, were 2.4% of CCFD and are considered “scarce, comprising as little as 5 to 10 percent of the population.” (AdvisorTeam Inc., 2005d) The other categories, with the exception of the SJ-Guardian temperament, were less than expected to what one would generally find in the general population.

When reviewing the results from all four groups in the study firefighters, being the largest group, showed the most diverse range of personality types. The personality types represented narrow from firefighter to battalion chief but consistently show SJ-Guardian as the personality type most predominate throughout all the ranks.

#### **Research Question 4**

*How do the magnitudes of the sample population’s similarities and differences in the personality types and temperaments justify further study in training, recruiting, and diversity initiatives?*

Organizations have used personality testing ‘specifically... to

- Make the most of their human resources
- Leverage individuals’ natural strengths
- Improve teamwork
- Understand and adapt to differences in leadership/management style

- Enhance effective communications between supervisors, peers, employees, and customers
- Assist in career development
- Resolve conflict
- Coach individuals
- Design training activities
- Recognize employees' unique contributions
- Develop skills in creativity, time management, and stress management' (Hirsh & Kummerow, 1990, p. 2)

CCFD has 78.8% of its sample population identified as SJ-Guardian. That figure is almost double of what one would expect to find in the general population. In addition, 26.8% are ISTJ and 27.6% are ESTJ, again, further outside the norm for what one would expect in the general population. Based on these facts, further study in the SJ-Guardian temperament would be warranted in considering and developing initiatives for training, recruiting, and diversity programs. In addition, further study in the ISTJ and ESTJ personality type would be beneficial for additional insight.

### **Discussion**

The results of this study indicate there is a trend of personality types and temperaments within CCFD. CCFD showed a significantly higher number of SJ-Guardians than found in the general population. In addition, ESTJ and ISTJ was predominate in personality type, again above what one would expect. These findings bear a closer look into the impact of these personality types and temperaments are within an organization and its implications to CCFD.



To better understand the SJ-Guardian temperament, a review is in order. According to Brownsword (1987),

They view the world from the perspective of specific details and practical realities. They share a desire to make decisions about what they see. They want to organize the world they feel responsible for. Their focus on details goes beyond the here-and-now. They store and remember details about the past, and they are concerned about the future. They want to be sure that they have a correct grasp of the facts... SJs' sensitivity to customs and traditions makes them particularly sensitive to what might be call "the acceptable thing to do". They know- or want to know- what is appropriate or within the rules, traditions, habits, and customs of their organization or group. They live as much as possible within those constraints and believe that others should do so as well...They believe that there should be rules and guidelines to govern their behavior...SJs are solid, grounded, practical, and dependable...Many SJs like the motto "If it ain't broken, don't fix it." (Brownsword, 1987, p. 30-31)

As many say of the fire service, 'it is one hundred years of tradition unhampered by progress'. The SJs sensitivity to customs and traditions make change in the fire service a challenge, however, once that change is made and accepted within the organization, its adaptation is assured. For training, the challenge is to find in the SJs what motivates them to change. "SJs want to know the details. They want to be as specific as possible when providing information. In fact, SJs can be embarrassed when they cannot be as precise as they believe they should be." (Brownsword, 1987, p. 30) A hastily put together training program or class would do more harm than good when teaching to an SJ group.

One difficulty for the fire service is its acceptance of 'outsiders' or those without direct experience in the fire service. "Guardians naturally assume the role of society's gate-keeper, standing guard at the door and keeping a watchful eye on the coming and going of the people under their jurisdiction. Those without proper credentials (outsiders) cannot be allowed through, those who ignore boundaries (trespassers) must be caught and reprimanded, and those who think they have the right just to barge in (gate-crashers) need to be stopped and expelled- "shown the door," as SJs tend to say." (Keirse, 1998, p. 91) This can make it difficult to inject new ideas and methods into the organization when there is a natural resistance to instructors and trainers from outside of the system or fire service. It is important that the information presented is logical and relevant to the SJs environment or the lesson is lost, especially if that instructor is not within the fire service. That is not to say that the benefit of learning from 'outsiders' is lost on the SJs, only that their learning style dictates it be "step-by-step, with preparation for current and future utility." (Hirsh & Kummerow, 1990, p. 8) With their love for tradition and suspicion of outsiders, new information will be under tight scrutiny and suspicion until they are convinced of its application to their task at hand; a high order for any trainer or instructor.

To get a better look or snapshot of CCFD personnel, a look at the predominate personality types is in order. Within all the ranks, the majority of the personnel were either ISTJ (26.8%) or ESTJ (27.6%) making up 69% of the Guardian total. The ESTJ "type represents the most common type of American man. If there were a gathering of one hundred men representing the general population there would be at least seventeen of this type present. Because it is the most common type, we can see the influence of this personality on our concepts of masculinity." (Pedersen Ph.D., 1993, p. 64) Right now the CCFD has 561 suppression personnel with 25 (4.5%) of those as women so the ESTJ male influence, representing 27.6% of CCFD, is great. A

quick review of the results turned in by women (thirteen cover pages in total) showed the SJ-Guardian was 76.92% (N=10) with ESTJs being 30.77% (N=4), mirroring the results of the larger study. Even the results of the women indicate that ESTJ personality types contribute greatly to the overall 'personality' on the department. (Appendix G)

[ESTJs] are probably the most tough-minded of all the types. They are intellectually active, but emotionally passive. At work, this gives them a decided advantage in productivity and efficiency. They are highly role-defined, sensitive to bureaucratic hierarchy, and like to have clear expectations and guidelines for carrying out their jobs. They are authoritative, assertive, decisive, and competitive... ESTJs are extremely goal- and task-oriented... In dealing with others they tend to be straightforward. They have a no-nonsense approach, and so may seem emotionally cool, if not distant... To others, especially those emotionally close to them, they may seem demanding, aggressive, insensitive, and at times, even intolerant... ESTJ men traditionally have the most conventionally masculine orientation to themselves as well as to the outer world. (Pedersen Ph.D., 1993, p. 66-67)

According to Pedersen (1993) the ISTJ male makes up approximately 9% of the general population. (Pedersen Ph.D., 1993, p. 70)

Both their logic and attention to detail make them among the most painstaking, dedicated, and organized of men. They honor their commitments. Their sense of achievement comes through completing the goals they set for themselves in the best possible way they can. They can be burdened by perfectionist tendencies. In this regard they have a similar problem to the ESTJs- they often don't know the meaning of "good

enough”... Because of their introversion, ISTJs have the same relational style as ESTJs. That is, they most often use extraverted thinking-, which is their auxiliary function- to relate and to communicate. This makes them particularly compatible with ESTJs... Like ESTJs, behind their persona they can be macho, austere, and not as spontaneous as they first appear to be... Intellectually, they are impatient with theory and don't place much stock in abstractions. Instead, they prefer tangible, pragmatic applications of concrete facts to a specific task or problem... They have an inner focus orientated to the here and now. (Pedersen Ph.D., 1993, p. 70-71)

After reviewing the results, the author found that the earlier study using a sample profile of firefighters and engineers on CCFD was consistent with this study. (Geldbach-Hall, 2003) In addition, the findings are consistent with what the author has experienced as a member of the CCFD. It has been a challenge to deliver meaningful training in a format that is acceptable for the majority of its members. As the department starts to tackle diversity training, it becomes apparent that these personality types and temperaments are going to demand tangible and pragmatic solutions for integration and assimilation of diversity within the fire department. Clearly goals and policy standards will need to be addressed with guidelines on acceptable behavior and consequences for noncompliance. It is especially important that the hierarchy of the department embrace and model the behavior it wants to achieve. SJs are trusting of the hierarchy and will defend it once adopted as a core belief. To adopt those beliefs, they will require a clear expectation of the mission and an adherence to the rules and regulations as related to the organizational culture. The membership must see that the hierarchy has embraced and lives those cultural values too. Without those components, the training will be lost as irrelevant and discarded. “It's a paradox. The fire service has an honorable history of risking lives to help those

who cannot help themselves regardless of race or gender. At the same time it has a long, shameful tradition, of exclusivity. The good news is that in the past three or four decades minority males have made significant inroads into the profession. The bad news is that females have barely made it past the front door. Gay men are still in hiding.” (Kirschman Ph.D., 2004, p. 109-110)

The challenge CCFD faces is what to do with the information. It will be important for the department to evaluate its training curriculum to maximize the learning styles of its members. It is also important that the department understands and clearly plans for diversity. As for recruitment, much information is available from many sources on what careers appeal to SJ-Guardians. Although this research gives us insight into CCFD, one must not forget that it is the people and their commitment to the organization that makes the difference. Strong leadership and clear goals will move the department further than any one training class or recruitment effort. It is the combined synergy of these components that inject the organization with the spark that continually works towards developing new paradigms and traditions. CCFD is lucky to have the current leadership of Fire Chief Steve Smith whose commitment to moving the organization forward is coupled with his enthusiasm in involving the whole organization in its development.

“At no previous time in our history have so many and such different generations with such diversity been asked to work together shoulder to shoulder, side by side, cubicle to cubicle.” (Zembke, Raines, & Filipczak, 2000, p. 10) Having more knowledge into what makes CCFD ‘tick’ will provide insight to move the organization to the next level.

Type preferences provide a pathway to valuing differences... The hard truth is that valuing means determining a degree of importance, a measure of worth on some thing, contribution, or experience. We are curious about how to measure the worth of

something, and a valuing process is what we use. But curiosity is hardly sufficient to push us toward behaviors of valuing.

The most important reason for us to move toward a perspective of valuing is that the interdependent nature of life means our ability to survive and adapt is directly tied to our ability to manage differences. This is true one-to-one relationships as well as on a global level. (Pearman & Albritton, 1997, p. 143)

Knowing the personality type and temperaments for CCFD will help in developing the relationships that support its ability to manage difference and similarities found in the organization. This knowledge, and the ability to use it wisely, will help CCFD prepare for and move into the 21<sup>st</sup> century with a greater understanding of itself.

### **Recommendations**

The results of this study show a trend in personality type and temperament for firefighter, engineer, captain, and battalion chief within CCFD.

Based on this study, and the results, it is recommended that CCFD:

- Develop guidelines based on the personality type and temperament found within CCFD to use in evaluating training and diversity programs and curriculums.
- Develop a profile of similar careers and/or jobs that mirror the personality type and temperament of CCFD to determine potential recruiting venues.
- Develop an aggregate demographic profile for individuals serving in the positions of firefighter, engineer, captain, and battalion chief using age, gender, race, current rank, number of years on CCFD, number of years at current rank, current specialties, highest level of education, and personality type as variables.

- Conduct a comparative study using the demographic profile to identify trends within the CCFD based on age, gender, rank, current rank, number of years on CCFD, number of years at current rank, current specialties, highest level of education, and personality type as variables.

Further study and research is recommended by the author to determine if additional demographic variables have a noticeable impact on the sample population and a resultant impact to the organization.

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Appendix A

Keirsey Temperament Sorter II Test

**The  
Keirsey  
Temperament  
Sorter  
II**

Reprinted from  
*Please Understand Me II*



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## The Keirsey Temperament Sorter II

Check either (a) or (b) answers and transfer check marks to scoring form when finished.

**1 When the phone rings do you**

- (a) hurry to get to it first  
 (b) hope someone else will answer

**2 Are you more**

- (a) observant than introspective  
 (b) introspective than observant

**3 Is it worse to**

- (a) have your head in the clouds  
 (b) be in a rut

**4 With people are you usually more**

- (a) firm than gentle  
 (b) gentle than firm

**5 Are you more comfortable in making**

- (a) critical judgments  
 (b) value judgments

**6 Is clutter in the workplace something you**

- (a) take time to straighten up  
 (b) tolerate pretty well

**7 Is it your way to**

- (a) make up your mind quickly  
 (b) pick and choose at some length

**8 Waiting in line, do you often**

- (a) chat with the others  
 (b) stick to business

**9 Are you more**

- (a) sensible than ideational  
 (b) ideational than sensible

**10 Are you more interested in**

- (a) what is actual  (b) what is possible

**11 In making decisions do you go more by**

- (a) data  (b) desires

**12 In sizing up others do you tend to be**

- (a) objective and impersonal  
 (b) friendly and personal

**13 Do you prefer contracts to be**

- (a) signed, sealed, and delivered  
 (b) settled on a handshake

**14 Are you more satisfied having**

- (a) a finished product  
 (b) work in progress

**15 At a party, do you**

- (a) interact with many, even strangers  
 (b) interact with a few friends

**16 Do you tend to be more**

- (a) factual than speculative  
 (b) speculative than factual

**17 Do you like writers who**

- (a) say what they mean  
 (b) use metaphors and symbolism

**18 Which appeals to you more:**

- (a) consistency of thought  
 (b) harmonious relationships

**19 In disappointing someone are you**

- (a) frank and straightforward  
 (b) warm and considerate

**20 On the job do you want your activities**

- (a) scheduled  
 (b) unscheduled

**21 Do you more often prefer**

- (a) final, unalterable statements  
 (b) tentative, preliminary statements

**22 Does interacting with strangers**

- (a) energize you  
 (b) tax your reserves

**23 Facts are more likely to**

- (a) speak for themselves  
 (b) illustrate principles

**24 Do you find visionaries and theorists**

- (a) somewhat annoying  
 (b) rather fascinating

**25 In a heated discussion, do you**

- (a) stick to your guns  
 (b) look for common ground

**26 Is it better to be**

- (a) just  
 (b) merciful

**27 At work, is it more natural for you to**

- (a) point out mistakes  (b) try to please

**28 Are you more comfortable**

- (a) after a decision  (b) before a decision

**29 Do you tend to**

- (a) say right out what's on your mind  
 (b) keep your ears open

**30 Common sense is**

- (a) usually reliable  
 (b) frequently questionable

**31 Children often do not**

- (a) make themselves useful enough  
 (b) exercise their fantasy enough

**32 When in charge of others are you**

- (a) firm and unbending  
 (b) forgiving and lenient

**33 Are you more often**

- (a) a cool-headed person  
 (b) a warm-hearted person

**34 Are you prone to**

- (a) nailing things down  
 (b) exploring the possibilities

- 35 In most situations are you more**  
 \_\_ (a) deliberate  
 \_\_ (b) spontaneous
- 36 Do you think of yourself as**  
 \_\_ (a) outgoing \_\_ (b) private
- 37 Are you more frequently**  
 \_\_ (a) a practical sort of person  
 \_\_ (b) a fanciful sort of person
- 38 Do you speak more in**  
 \_\_ (a) particulars than generalities  
 \_\_ (b) generalities than particulars
- 39 Which is more of a compliment:**  
 \_\_ (a) "There's a logical person"  
 \_\_ (b) "There's a sentimental person"
- 40 Which rules you more**  
 \_\_ (a) your thoughts  
 \_\_ (b) your feelings
- 41 When finishing a job, do you like to**  
 \_\_ (a) tie up all the loose ends  
 \_\_ (b) move on to something else
- 42 Do you prefer to work**  
 \_\_ (a) to deadlines  
 \_\_ (b) just whenever
- 43 Are you the kind of person who**  
 \_\_ (a) is rather talkative  
 \_\_ (b) doesn't miss much
- 44 Are you inclined to take what is said**  
 \_\_ (a) more literally  
 \_\_ (b) more figuratively
- 45 Do you more often see**  
 \_\_ (a) what's right in front of you  
 \_\_ (b) what can only be imagined
- 46 Is it worse to be**  
 \_\_ (a) a softy \_\_ (b) hard-nosed
- 47 In hard circumstances are you sometimes**  
 \_\_ (a) too unsympathetic  
 \_\_ (b) too sympathetic
- 48 Do you tend to choose**  
 \_\_ (a) rather carefully  
 \_\_ (b) somewhat impulsively
- 49 Are you inclined to be more**  
 \_\_ (a) hurried than leisurely  
 \_\_ (b) leisurely than hurried
- 50 At work do you tend to**  
 \_\_ (a) be sociable with your colleagues  
 \_\_ (b) keep more to yourself
- 51 Are you more likely to trust**  
 \_\_ (a) your experiences  
 \_\_ (b) your conceptions
- 52 Are you more inclined to feel**  
 \_\_ (a) down to earth  
 \_\_ (b) somewhat removed
- 53 Do you think of yourself as a**  
 \_\_ (a) tough-minded person  
 \_\_ (b) tender-hearted person
- 54 Do you value more in yourself being**  
 \_\_ (a) reasonable \_\_ (b) devoted
- 55 Do you usually want things**  
 \_\_ (a) settled and decided  
 \_\_ (b) just penciled in
- 56 Would you say you are more**  
 \_\_ (a) serious and determined  
 \_\_ (b) easy going
- 57 Do you consider yourself**  
 \_\_ (a) a good conversationalist  
 \_\_ (b) a good listener
- 58 Do you prize in yourself**  
 \_\_ (a) a strong hold on reality  
 \_\_ (b) a vivid imagination
- 59 Are you drawn more to**  
 \_\_ (a) fundamentals  
 \_\_ (b) overtones
- 60 Which seems the greater fault:**  
 \_\_ (a) to be too compassionate  
 \_\_ (b) to be too dispassionate
- 61 Are you swayed more by**  
 \_\_ (a) convincing evidence  
 \_\_ (b) a touching appeal
- 62 Do you feel better about**  
 \_\_ (a) coming to closure  
 \_\_ (b) keeping your options open
- 63 Is it preferable mostly to**  
 \_\_ (a) make sure things are arranged  
 \_\_ (b) just let things happen naturally
- 64 Are you inclined to be**  
 \_\_ (a) easy to approach \_\_ (b) reserved
- 65 In stories do you prefer**  
 \_\_ (a) action and adventure  
 \_\_ (b) fantasy and heroism
- 66 Is it easier for you to**  
 \_\_ (a) put others to good use  
 \_\_ (b) identify with others
- 67 Which do you wish more for yourself**  
 \_\_ (a) strength of will  
 \_\_ (b) strength of emotion
- 68 Do you see yourself as basically**  
 \_\_ (a) thick-skinned  
 \_\_ (b) thin-skinned
- 69 Do you tend to notice**  
 \_\_ (a) disorderliness  
 \_\_ (b) opportunities for change
- 70 Are you more**  
 \_\_ (a) routinized than whimsical  
 \_\_ (b) whimsical than routinized


**Scoring Form**

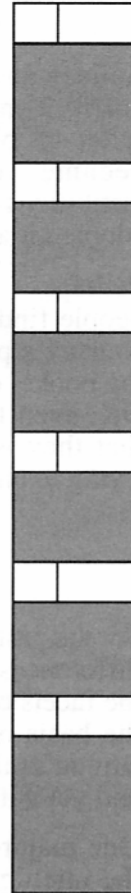
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**Sample Scoring Form**

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- **Abuse It—Lose It** Keirse 20 pages—\$2.00  
 Applies the principle of logical consequences and the “abuse it—lose it” method for developing self-control in mischievous school boys who have been stigmatized as “cases” of the mythical “attention deficit hyperactivity disorder” and then drugged into obedience with cocaine-like narcotics. **Now** available at our web site, Keirse.com.
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 A modern guide to the four temperaments. Uses characters from popular books, movies, music, and TV—from *Harry Potter* to *Star Trek*, from the Beatles to *Sex and the City*—to bring the Artisans, Guardians, Idealists, and Rationals alive for a contemporary audience. Includes a new short form **personality sorter** and chapters on dating and mating, on parents and their children, and on choosing the right career path.



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800-754-0039 for UPS shipping charges. Mail	30.00 - 59.99 — 5.00    10.00
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Fax 858-481-0535 or Fax 714-540-5288	over \$150 call for charges



### **The *Please Understand Me* Phenomenon**

Keirsey and Bates's *Please Understand Me*, first published in 1978, sold nearly 2 million copies in its first 20 years, becoming a perennial best seller all over the world. Advertised only by word of mouth, the book became a favorite training and counseling guide in many institutions—government, church, business—and colleges across the nation adopted it as an auxiliary text in a dozen different departments. Why?

Perhaps it was the user-friendly way that *Please Understand Me* helped people find their personality style. Perhaps it was the simple accuracy of Keirsey's portraits of temperament and character types. Or perhaps it was the book's essential message: that members of families and institutions are OK, even though they are fundamentally different from each other, and that they would all do well to appreciate their differences and give up trying to change others into copies of themselves.

### **Now: *Please Understand Me II***

For the past twenty years Dr. Keirsey has continued to investigate personality differences—to refine his theory of the four temperaments and to define the facets of character that distinguish one from another. His findings form the basis of *Please Understand Me II*, an updated and greatly expanded edition of the book, far more comprehensive and coherent than the original, and yet with much of the same easy accessibility.

One major addition is Keirsey's view of how the temperaments differ in the intelligent roles they are most likely to develop. Each of us, he says, has four kinds of intelligence—tactical, logistical, diplomatic, strategic—though one of the four interests us far more than the others, and thus gets far more practice than the rest. Like four suits in a hand of cards, we each have a long suit and a short suit in what interests us and what we do well, and fortunate indeed are those whose work matches their skills.

As in the original book, *Please Understand Me II* begins with Keirsey's Temperament Sorter, the most used personality inventory in the world. But also included is *The Keirsey FourTypes Sorter*, a new short questionnaire that identifies one's basic temperament and then ranks one's second, third, and fourth choices. Share this new questionnaire with friends and family, and get set for a lively and fascinating discussion of personal styles.

—Dr. Stephen Montgomery, editor

**Appendix B**

**Cover Page**

**Keirsey Temperament Sorter II**

*National Fire Academy: Executive Development R123*

*Applied Research Project by Gina Geldbach-Hall*

*July/ August 2003*

Age: \_\_\_\_\_

Gender: Male Female

Race (Circle One- Voluntary):

White/Caucasian Black/African American Native American

Asian/Pacific Islander Hispanic Other: \_\_\_\_\_

Current Rank (Only Mark One):



Battalion Chief



Captain



Engineer



Firefighter

\_\_\_\_\_ Other: \_\_\_\_\_

Number of years on CCFD: \_\_\_\_\_

Number of years at Current Rank: \_\_\_\_\_

Current Specialties (Mark all that apply):

\_\_\_\_\_ Paramedic \_\_\_\_\_ Haz-Mat Team Member

\_\_\_\_\_ EMT- Intermediate \_\_\_\_\_ ARFF

\_\_\_\_\_ EMT- Basic \_\_\_\_\_ FEMA

\_\_\_\_\_ Heavy Rescue Team Member \_\_\_\_\_ Laughlin

Highest Level of Education:

\_\_\_\_\_ High School or GED

\_\_\_\_\_ Associates Degree

\_\_\_\_\_ Bachelor's Degree

\_\_\_\_\_ Master's Degree

\_\_\_\_\_ Other: \_\_\_\_\_

**Personality Type:**

## Appendix C

### Definitions

#### *Question #2*

##### **Observant:**

Observant (adj)

- 1: paying close attention especially to details
- 2: quick to notice; showing quick and keen perception
- 3: (of individuals) adhering strictly to laws and rules and customs; "law-abiding citizens"; "observant of the speed limit"

##### **Introspective:**

Introspective

1. Inspecting within; seeing inwardly; capable of, or exercising, inspection; self-conscious.
2. Involving the act or results of conscious knowledge of physical phenomena

#### *Question #9*

##### *Sensible*

Sensible (adj)

- 1: showing reason or sound judgment; "a sensible choice"; "a sensible person" ...
- 3: acting with or showing thought and good sense; "a sensible young man"
- 4: marked by the exercise of good judgment or common sense in practical matters; "judicious use of one's money"; "a sensible manager"; "a wise decision"
- 5: readily perceived by the senses; "the sensible universe"; "a sensible odor"
- 6: aware intuitively or intellectually of something sensed; "made sensible of his mistakes"; "I am sensible that the mention of such a circumstance may appear trifling"- Henry Hallam; "sensible that a good deal more is still to be done"- Edmund Burke
- 7: proceeding from good sense or judgment; "a sensible choice"

##### *Ideational*

Ideational (adj)

- 1 : being (or being of the nature of) a notion or concept; "a plan abstract and conceptional"; "to improve notional comprehension"; "a notional response to the question"

**Question #16***Factual*

factual

1. of or pertaining to facts; as, factual inaccuracies.
2. containing only facts (as contrasted with opinions or speculations); as, a factual report.

*Speculative*

Speculative (adj)

- 1: not financially safe or secure; "a bad investment"; "high risk investments"; "anything that promises to pay too much can't help being risky"; "speculative business enterprises"
- 2: not based on fact or investigation; "a notional figure of cost helps in determining production costs"; "speculative knowledge"
- 3: showing curiosity; "if someone saw a man climbing a light post they might get inquisitive"; "raised a speculative eyebrow"

**Question #26***Just*

Just

1. Conforming or conformable to rectitude or justice; not doing wrong to any; violating no right or obligation; upright; righteous; honest; true; -- said both of persons and things.

*Merciful*

Merciful (adj)

- 1: showing or giving mercy; "sought merciful treatment for the captives"; "a merciful god"
- 2: characterized by mercy, and compassion; "compassionate toward disadvantaged people"; "kind to animals"; "a humane judge"
- 3: used conventionally of royalty and high nobility; "our merciful king"

**Question #44***Literally*

Literally (adv)

- 1: in a literal sense; "literally translated"; "he said so literally"
- 2: (intensifier before a figurative expression) without exaggeration; "our eyes were literally pinned to TV during the Gulf war"

*Figuratively*

Figurative

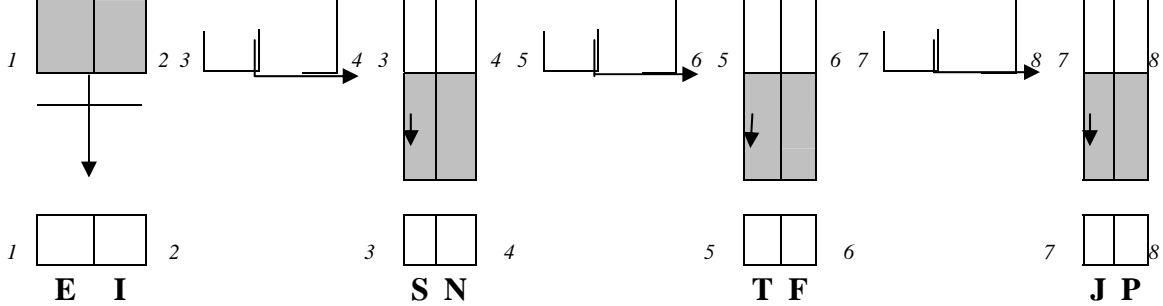
1. Representing by a figure, or by resemblance; typical; representative.
2. Used in a sense that is tropical, as a metaphor; not literal; -- applied to words and expressions.

**Appendix D**

**Scoring Sheet**

**Scoring Form**

	a	b		a	b		a	b		a	b		a	b		a	b			
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**Personality Type:** \_\_\_\_\_

## Appendix E

### Personality Type Descriptions

#### ESTJ- Supervisor Guardians

Supervisor Guardians are squarely on the side of rules and procedures, and they can be quite serious about seeing to it that others toe the mark—or else face the consequences. They do not hesitate to give their stamp of approval, nor do they withhold their directions or suggestions for improvement. Like seasoned, stalwart umpires, Supervisors will set their jaw and make the call on anyone who steps up to bat. They even feel obligated to do so, and they're sometimes surprised when others don't seem grateful for being set straight.

Comprising at least ten percent of the population, Supervisors go by experience and that is what counts, not speculation and experimentation, and certainly not fantasy. They keep their feet firmly on the ground and make sure that those under their supervision do the same, whether employee, subordinate, offspring, or spouse. If others wish to fool around and daydream, fine, as long as they do it on their own time—which means after the job is done. But if they fritter away their time while on duty, they should not be surprised when the Supervisor calls them on the carpet. The top sergeant will not put up with such nonsense.

Supervisors are gregarious and civic-minded, and are usually key players of their community. They are generous with their time and energy, and very often belong to a variety of groups, supporting them through steady attendance, but also taking a vocal leadership role. Indeed, membership groups of all kinds attract Supervisors like magnets, perhaps because membership satisfies in some degree their need to maintain the stability of social institutions. Like all the Guardians, Supervisors worry a good deal about society falling apart, morality decaying, standards being undermined, traditions being lost, and they do all they can to preserve and to extend the institutions that embody social order. Supervisors are so in tune with the established institutions and ways of behaving within those institutions, that they have a hard time understanding those who might wish to abandon or radically change them.

*Learn more at <http://Keirse.com>*

#### ISTJ- Inspector Guardians

Inspector Guardians look carefully and thoroughly at the people and institutions around them. Making up perhaps as much as ten percent of the general population, Inspectors are characterized by decisiveness in practical affairs, are the guardians of institutions, and if only one adjective could be selected, “superdependable” would best describe them. Whether at home or at work, Inspectors are nothing if not dependable, particularly when it comes to examining the people and products they are responsible for—quietly seeing to it that uniform quality is maintained, and that those around them uphold certain standards of attitude and conduct.

These quiet, no-nonsense Guardians have distaste for and distrust of fanciness in speech, dress, and living space. Their words tend to be simple and down-to-earth, not showy or high-flown; their clothes are often homespun and conservative rather than of the latest fashion; and their home and work environments are usually neat, orderly, and traditional, rather than up-to-date or luxurious. In their choice of personal property (cars, furnishings, jewelry, and so on) price and durability are just as important as comfort or appearance. Classics, antiques, and heirlooms are especially valued, having achieved a certain time-honored status—Inspectors prefer the old-fashioned to the newfangled every time. Even on vacation, Inspectors tend not to be attracted by exotic foods, beverages, or locales.

Their thoroughness and orderliness, combined with their interest in legality and standardization, leads Inspectors to a number of occupations that call for the careful administration of goods and services. Inspectors feel right at home

with difficult, detailed forms and columns of figures, and thus they make excellent bank examiners, auditors, accountants, and tax attorneys. The idea of dishonoring a contract also bothers an Inspector—their word is their bond—and they naturally communicate a message of trustworthiness and stability, which can make them successful in business. With their eye for detail, Inspectors make good businessmen and women, librarians, dentists, optometrists, legal secretaries, and law researchers. High school and college teachers of business administration, home economics, physical education, civics, and history tend to be Inspectors, as do quartermaster officers in the military. (*Learn more at <http://Keirse.com>*)

## ESFJ- Provider Guardians

Provider Guardians take it upon themselves to arrange for the health and welfare of those in their care, but they are also the most sociable of all the Guardians, and thus are the great nurturers of established institutions such as schools, businesses, churches, social clubs, and civic groups. Wherever they go, Providers take up the role of social contributor, happily giving their time and energy to make sure that the needs of others are met, that traditions are supported and developed, and that social functions are a success.

Providers are very likely more than ten percent of the population, and this is very fortunate for the rest of us, because friendly social service is a key to their nature. Highly cooperative themselves, Providers are skilled in maintaining teamwork among their helpers, and are tireless in their attention to the details of furnishing goods and services.

Providers are extremely sensitive to the feelings of others, which makes them perhaps the most sympathetic of all the types, but which also leaves them rather self-conscious, that is, highly sensitive to what others think of them. Because of this Providers can be crushed by personal criticism, and will work most effectively when given ample appreciation both for themselves personally and for the service they give to others. This is not to say that Providers are afraid to express their own emotional reactions. They are quick to like and dislike—and don't mind saying so—tending to put on a pedestal whatever or whoever they admire, and to come down hard on those people and issues they don't care for.

In their choice of careers, Providers may lean toward sales and service occupations. They have such pleasant, outgoing personalities that they are far and away the best sales reps, not only regularly winning sales contests, but also earning seniority in any sales group within an organization. They are visibly—and honestly—concerned with their customer's welfare, and thus the customer is not simply buying the product, but is buying personally from the Provider. This same characteristic causes them to be good in many people-to-people jobs, as teachers, clergy, coaches, social workers, office receptionists, and so on. Providers seldom become a source of irritation in the workplace; on the contrary, they are unflagging in their devotion to their company, and show such personal loyalty to their immediate superiors that they make invaluable personal secretaries. (*Learn more at <http://Keirse.com>*)

## ISFJ- Protector Guardians

The primary desire of the Protector Guardian is to be of service to others, but here “service” means not so much furnishing others with the necessities of life as guarding others against life's pitfalls and perils, that is, seeing to their safety and security. There is a large proportion of Protectors in the population, perhaps as much as ten percent. And a good thing, because they are steadfast in their protecting, and seem fulfilled in the degree they can insure the safekeeping of those in their family, their circle of friends, or their place of business.

Protectors find great satisfaction in assisting the downtrodden and can deal with disability and neediness in others better than any other type. They go about their task of care taking modestly, unassumingly, and because of this their efforts are not sometimes fully appreciated. With these they can chat tirelessly about the ups and downs in their lives, moving from topic to topic as they talk over their everyday concerns. However, their shyness with strangers is often misjudged as stiffness, even coldness, when in truth these Protectors are warm-hearted and sympathetic, giving happily of themselves to those in need.

Their quietness ought really to be seen as an expression, not of coldness, but of their sincerity and seriousness of purpose. Like all the Guardian Protectors they have a highly developed puritan work ethic, which tells them that work is good, and that play must be earned-if indulged in at all. The least hedonic of all types, Protectors are willing to work long, long hours doing all the thankless jobs the other types seem content to ignore. Protectors are quite content to work alone; indeed, they may experience some discomfort when placed in positions of authority, and may try to do everything themselves rather than insist that others do their jobs.

With their extraordinary commitment to security, and with their unusual talent for executing routines, Protectors do well in many careers that have to do with conservation: curators, private secretaries, librarians, middle-managers, police officers, and especially general medical practitioners. To be sure, the hospital is a natural haven for them; it is home to the family doctor, preserver of life and limb, and to the registered nurse, or licensed practical nurse, truly the angels of mercy. (*Learn more at <http://Keirse.com>*)

## ENFJ- Teacher Idealists

The Idealists called Teachers are abstract in their thought and speech, cooperative in their style of achieving goals, and directive and extraverted in their interpersonal relations. Learning in the young has to be beckoned forth, teased out from its hiding place, or, as suggested by the word "education," it has to be "educated" by an individual with educative capabilities. Such a one is the ENFJ, thus rightly called the educative mentor or Teacher for short. The Teacher is especially capable of educating or calling forth those inner potentials each learner possesses. Even as children the Teachers may attract a gathering of other children ready to follow their lead in play or work. And they lead without seeming to do so.

Teachers expect the very best of those around them, and this expectation, usually expressed as enthusiastic encouragement, motivates action in others and the desire to live up to their expectations. Teachers have the charming characteristic of taking for granted that their expectations will be met, their implicit commands obeyed, never doubting that people will want to do what they suggest. And, more often than not, people do, because this type has extraordinary charisma.

The Teachers are found in no more than 2 or 3 percent of the population. They like to have things settled and arranged. They prefer to plan both work and social engagements ahead of time and tend to be absolutely reliable in honoring these commitments. At the same time, Teachers are very much at home in complex situations that require the juggling of much data with little pre-planning. An experienced Teacher group leader can dream up, effortlessly, and almost endlessly, activities for groups to engage in, and stimulating roles for members of the group to play. In some Teachers, inspired by the responsiveness of their students or followers, this can amount to genius which other types find hard to emulate. In much the same way, Teachers value harmonious human relations above all else, can handle people with charm and concern, and are usually popular wherever they are. But Teachers are not so much social as educational leaders, interested primarily in the personal growth and development of others, and less in attending to their social needs. (*Learn more at <http://Keirse.com>*)

## INFJ- Counselor Idealists

The Counselor Idealists are abstract in thought and speech, cooperative in reaching their goals, and directive and introverted in their interpersonal roles. Counselors focus on human potentials, think in terms of ethical values, and come easily to decisions. The small number of this type (little more than 2 percent) is regrettable, since Counselors have an unusually strong desire to contribute to the welfare of others and genuinely enjoy helping their companions. Although Counselors tend to be private, sensitive people, and are not generally visible leaders, they nevertheless work quite intensely with those close to them, quietly exerting their influence behind the scenes with their families, friends, and colleagues. This type has great depth of personality; they are themselves complicated, and can understand and deal with complex issues and people.



Counselors can be hard to get to know. They have an unusually rich inner life, but they are reserved and tend not to share their reactions except with those they trust. With their loved ones, certainly, Counselors are not reluctant to express their feelings, their face lighting up with the positive emotions, but darkening like a thunderhead with the negative. Indeed, because of their strong ability to take into themselves the feelings of others, Counselors can be hurt rather easily by those around them, which, perhaps, is one reason why they tend to be private people, mutely withdrawing from human contact. At the same time, friends who have known a Counselor for years may find sides emerging, which come as a surprise. Not that they are inconsistent; Counselors value their integrity a great deal, but they have intricately woven, mysterious personalities which sometimes puzzle even them.

Counselors have strong empathic abilities and can become aware of another's emotions or intentions -- good or evil - even before that person is conscious of them. This "mind-reading" can take the form of feeling the hidden distress or illnesses of others to an extent, which is difficult for other types to comprehend. Even Counselors can seldom tell how they came to penetrate others' feelings so keenly. Furthermore, the Counselor is most likely of all the types to demonstrate ability to understand psychic phenomena and to have visions of human events, past, present, or future. What is known as ESP may well be exceptional intuitive ability-in its forms, projection and introjection. Such supernormal intuition is found frequently in the Counselor, and can extend to people, things, and often events, taking the form of visions, episodes of foreknowledge, premonitions, auditory and visual images of things to come, as well as uncanny communications with certain individuals at a distance. (*Learn more at <http://Keirse.com>*)

## **ENFP- Champion Idealists**

The Champion Idealists are abstract in thought and speech, cooperative in accomplishing their aims, and informative and extraverted when relating with others. For Champions, nothing occurs which does not have some deep ethical significance, and this, coupled with their uncanny sense of the motivations of others, gives them a talent for seeing life as an exciting drama, pregnant with possibilities for both good and evil. This type is found in only about 3 percent of the general population, but they have great influence because of their extraordinary impact on others. Champions are inclined to go everywhere and look into everything that has to do with the advance of good and the retreat of evil in the world. They can't bear to miss out on what is going on around them; they must experience, first hand, all the significant social events that affect our lives. And then they are eager to relate the stories they've uncovered, hoping to disclose the "truth" of people and issues, and to advocate causes. This strong drive to unveil current events can make them tireless in conversing with others, like fountains that bubble and splash, spilling over their own words to get it all out.

Champions consider intense emotional experiences as being vital to a full life, although they can never quite shake the feeling that a part of themselves is split off, uninvolved in the experience. Thus, while they strive for emotional congruency, they often see themselves in some danger of losing touch with their real feelings, which Champions possess in a wide range and variety. In the same vein, Champions strive toward a kind of spontaneous personal authenticity, and this intention always to "be themselves" is usually communicated nonverbally to others, who find it quite attractive. All too often, however, Champions fall short in their efforts to be authentic, and they tend to heap coals of fire on themselves, berating themselves for the slightest self-conscious role-playing.

*Learn more at <http://Keirse.com>*

## **INFP- Healer Idealists**

Healer Idealists are abstract in thought and speech, cooperative in striving for their ends, and informative and introverted in their interpersonal relations. Healer present a seemingly tranquil, and noticeably pleasant face to the world, and though to all appearances they might seem reserved, and even shy, on the inside they are anything but reserved, having a capacity for caring not always found in other types. They care deeply-indeed, passionately-about a few special persons or a favorite cause, and their fervent aim is to bring peace and integrity to their loved ones and the world.

Healers have a profound sense of idealism derived from a strong personal morality, and they conceive of the world as an ethical, honorable place. Indeed, to understand Healers, we must understand their idealism as almost boundless and selfless, inspiring them to make extraordinary sacrifices for someone or something they believe in. The Healer is the Prince or Princess of fairytale, the King's Champion or Defender of the Faith, like Sir Galahad or Joan of Arc. Healers are found in only 1 percent of the general population, although, at times, their idealism leaves them feeling even more isolated from the rest of humanity.

Healers seek unity in their lives, unity of body and mind, emotions and intellect, perhaps because they are likely to have a sense of inner division threaded through their lives, which comes from their often-unhappy childhood. Healers live a fantasy-filled childhood, which, unfortunately, is discouraged or even punished by many parents. Other types usually shrug off parental expectations that do not fit them, but not the Healers. Wishing to please their parents and siblings, but not knowing quite how to do it, they try to hide their differences, believing they are bad to be so fanciful, so unlike their more solid brothers and sisters. Even so, to realize and really believe this is not easy for them. Deeply committed to the positive and the good, yet taught to believe there is evil in them, Healers can come to develop a certain fascination with the problem of good and evil, sacred and profane. Healers are drawn toward purity, but can become engrossed with the profane, continuously on the lookout for the wickedness that lurks within them. Then, when Healers believe they have yielded to an impure temptation, they may be given to acts of self-sacrifice in atonement. Others seldom detect this inner turmoil, however, for the struggle between good and evil is within the Healer, who does not feel compelled to make the issue public. (*Learn more at <http://Keirse.com>*)

## ESFP- Performers Artisans

Besides being concrete in speech and utilitarian in reaching their goals, the Performer Artisans are informative and expressive in their social interactions. Thus, while Performers are usually extreme in their expressiveness and sociability, observably the most expressive of all the types, they are not comfortable telling others what to do, preferring to offer information rather than to issue orders.

Demonstrating or performing is putting on a show to entertain others, and Performers, whether on the job, with friends, or in their families, are the natural performers among the types, people for whom it can truly be said "all the world's a stage." Playful and fun-loving, the Performer's primary social interest lies in stimulating those around them, arousing their senses and their pleasurable emotions-charming them, in a sense, to cast off their concerns and "lighten up." Representing about ten per cent of the general population, Performers radiate warmth and optimism, and are able to lift others' spirits with their contagious laughter and their irrepressible joy of living.

It is well that Performers are plentiful, something over ten per cent of the population, because they bring joy to so many of us. They love the excitement of playing to an audience, and they try to generate a sense of "Showtime" wherever they are. Performers are not comfortable being alone most of the time, and seek the company of others whenever possible -- which they usually find, for they make wonderful playmates. Lively, witty conversationalists, Performers always seem to know the latest jokes and stories, and are quick with wisecracks and wordplay -- nothing is so serious or sacred that it can't be made fun of. Performers also like to live in the fast lane of society, and seem up on latest fads of dress, food, drink, and entertainment, the chic new fashion, the "in" nightclub, the "hot" new musical group. Energetic and uninhibited, Performers create a mood of "eat, drink, and be merry" wherever they go, and life around them can have a continual party-like atmosphere.

*Learn more at <http://Keirse.com>*

## ISFP- Composers Artisans

Besides being concrete in speech and utilitarian in getting what they want, the Composer Artisans are informative and attentive in their social roles. Composers are just as reluctant to direct others' behavior, as are Performers though they appear even more so, since they are more attentive.

While all the Artisans are artistic in nature, Composers (perhaps ten per cent of the population) seem to excel in the "fine arts," having not only a natural grace of movement, but also an innate sense what fits and what doesn't fit in artistic compositions. Of course, composing must not be thought of as only writing music, but as bringing into harmonious form any aspect of the world of the five senses, and so when an especially gifted painter, sculptor, choreographer, film maker, songwriter, chef, decorator, or fashion designer shows up, he or she is likely to be an Composer.

Composers, like the other Artisans, have a special talent for "tactical" variation, and such talent differs radically from that possessed by Idealists, Rationals, and Guardians (who have their own unique and inherent abilities). As the word "tactical" implies, Artisans keep closely in "touch" with the physical world, their senses keenly tuned to reality. But, while the Crafter is attuned to the tool and its uses, the Composer is attuned to sensory variation in color, line, texture, aroma, flavor, tone-seeing, touching, smelling, tasting, and hearing in harmony. This extreme concreteness and sensuality seems to come naturally to the Composers, as if embedded "in the warp and woof" of their make.

*Learn more at <http://Keirse.com>*

## ISTP- Crafter Artisans

The Crafter Artisans are not only concrete in speech and utilitarian in getting things done; they are also directive and attentive in their social roles. Though directive like their Promoter counterparts, their directive ness is leavened by a good deal of attentiveness and seclusiveness. They do not approach strangers readily, but once in contact do not hesitate to tell them what to do. And they can be quite forceful in this, such that others tend to do their bidding.

Like the other Artisans, Crafters live a life of artful action, but their particular nature is most easily seen in their mastery of tools of any and all kinds, from microscopic drill to supersonic jet, from potter's wheel to grand piano, from a camera to a clarinet. Sometimes Crafters will use their body as a tool. A tool is any implement that extends or varies our human powers -- vehicles, musical instruments, cutting devices, and weapons are just four of the many categories of the tools that surround us. Most of us use tools in some capacity, of course, but Crafters (only ten per cent of the general population) are the true virtuosos of tool work, with a natural ability to command tools, to bend them to their wishes, and to become adept at all the crafts requiring tool skills. Even from an early age Crafters are drawn to tools as to a magnet; tools fall into their hands demanding use, and they must manipulate them. Indeed, if a given tool, whether scalpel or earthmover is operated with a precision that defies belief, that operator is likely a Crafter.

*Learn more at <http://Keirse.com>*

## ESTP- Promoter Artisans

The Artisans called Promoters are not only concrete in speech and utilitarian in achieving their goals; they are also directive and expressive in their social interactions. They have no hesitation at all in approaching strangers and persuading them to do something. And others do their bidding, even on slight acquaintance.

Promoters are men and women of action. When someone of this personality is present, things begin to happen: the lights come on, the music plays, the game begins. And a game it is for the Promoter, the entrepreneur, the troubleshooter, and the negotiator. Promoting is the art of winning others to your position, giving them confidence to go along with what you propose, and Promoters seem especially able to maneuver others in the direction they want them to go. In a sense, they are able to handle people with much the same skill as Crafter's handle tools, operate machines, or play musical instruments. You might say that people are instruments in the Promoters' hands, and that they "play" them with great artistry. Promoters make up approximately ten per cent of the general population, and if only one adjective could be used to describe them, "resourceful" would be an apt choice.

Life is never dull around Promoters. Witty, clever, and fun, Promoters live life with a theatrical flourish, which makes even the most routine events seem exciting. Not that they waste much time on routine events. Promoters have a knack for knowing where the action is. They always seem to have tickets to the "hot" show or "big" game (or can get them when others can't), and they usually know the best restaurants, where the headwaiters are likely to call them by name. To be sure, Promoters have a hearty appetite for the finer things of life, the best food, the best wine, expensive cars, and fashionable clothes. And they are extremely attentive to others and smooth in social circles, knowing many, many people by name, and knowing how to say just the right thing to most everyone they meet. None are as socially sophisticated as Promoters, none as suave and polished-and none such master manipulators of the people around them.

*Learn more at <http://Keirse.com>*

## **INTJ- Mastermind Rationals**

Of the four aspects of strategic analysis and definition, the contingency planning or entailment-organizing role reaches the highest development in Masterminds. Entailing or contingency planning is not an informative activity, rather it is a directive one in which the planner tells others what to do and in what order to do it. As the organizing capabilities the Masterminds increase so does their inclination to take charge of whatever is going on.

It is in their abilities that Masterminds differ from the other Rationals, while in most of their attitudes they are just like the others. However there is one attitude that sets them apart from other Rationals: they tend to be much more self-confident than the rest, having, for obscure reasons, developed a very strong will. They are rather rare, comprising no more than, say, one percent of the population. Being very judicious, decisions come naturally to them; indeed, they can hardly rest until they have things settled, decided, and set. They are the people who are able to formulate coherent and comprehensive contingency plans, hence contingency organizers, or "entailers."

Masterminds will adopt ideas only if they are useful, which is to say if they work efficiently toward accomplishing the Mastermind's well defined goals. Natural leaders, Masterminds are not at all eager to take command of projects or groups, preferring to stay in the background until others demonstrate their inability to lead. Once in charge, however, Masterminds are the supreme pragmatists, seeing reality as a crucible for refining their strategies for goal-directed action. In a sense, Masterminds approach reality as they would a giant chessboard, always seeking strategies that have a high payoff, and always-devising contingency plans in case of error or adversity. To the Mastermind, organizational structure and operational procedures are never arbitrary, never set in concrete, but are quite malleable and can be changed, improved, streamlined. In their drive for efficient action, Masterminds are the most open-minded of all the types. No idea is too far-fetched to be entertained-if it is useful. Masterminds are natural brainstormers, always open to new concepts and, in fact, aggressively seeking them. They are also alert to the consequences of applying new ideas or positions. The Masterminds quickly discard theories, which cannot be made to work. On the other hand, Masterminds can be quite ruthless in implementing effective ideas, seldom counting personal cost in terms of time and energy. (*Learn more at <http://Keirse.com>*)

## ENTJ- Field Marshal Rationals

Hardly more than two percent of the total population, the Fieldmarshals are bound to lead others, and from an early age they can be observed taking command of groups. In some cases, Fieldmarshals simply find themselves in charge of groups, and are mystified as to how this happened. But the reason is that Fieldmarshals have a strong natural urge to give structure and direction wherever they are -- to harness people in the field and to direct them to achieve distant goals. They resemble Supervisors in their tendency to establish plans for a task, enterprise, or organization, but Fieldmarshals search more for policy and goals than for regulations and procedures.

They cannot not build organizations, and cannot not push to implement their goals. When in charge of an organization, whether in the military, business, education, or government, Fieldmarshals more than any other type desire (and generally have the ability) to visualize where the organization is going, and they seem able to communicate that vision to others. Their organizational and coordinating skills tends to be highly developed, which means that they are likely to be good at systematizing, ordering priorities, generalizing, summarizing, at marshalling evidence, and at demonstrating their ideas. Their ability to organize, however, may be more highly developed than their ability to analyze, and the Fieldmarshal leader may need to turn to an Inventor or Architect to provide this kind of input.

Fieldmarshals will usually rise to positions of responsibility and enjoy being executives. They are tireless in their devotion to their jobs and can easily block out other areas of life for the sake of their work. Superb administrators in any field -- medicine, law, business, education, government, the military -- Fieldmarshals organize their units into smooth-functioning systems, planning in advance, keeping both short-term and long-range objectives well in mind. For the Fieldmarshals, there must always be a goal-directed reason for doing anything, and people's feelings usually are not sufficient reason. They prefer decisions to be based on impersonal data, want to work from well thought-out plans, like to use engineered operations -- and they expect others to follow suit. They are ever intent on reducing bureaucratic red tape, task redundancy, and aimless confusion in the workplace, and they are willing to dismiss employees who cannot get with the program and increase their efficiency. Although Fieldmarshals are tolerant of established procedures, they can and will abandon any procedure when it can be shown to be ineffective in accomplishing its goal. Fieldmarshals root out and reject ineffectiveness and inefficiency, and are impatient with repetition of error. (*Learn more at <http://Keirse.com>*)

## ENTP- Inventor Rationals

Of the four aspects of strategic analysis and definition the functional engineering or inventive role reaches the highest development in Inventors. It is so natural for these individuals to practice devising gadgets and mechanisms, that they start doing it even as young children. Of course as this kind of activity is practiced some structural engineering inevitably happens, so that the next kind of skill to develop in the Inventor is that of designing. Now planning contingencies and marshalling forces, though practiced in some degree in the course of engineering activity, develop more slowly and are soon left behind by the burgeoning of talent in engineering. However, any kind of strategic exercise tends to bring added strength to both engineering and organizing skills.

As the Inventors' engineering capabilities increase so does their desire to let others know about whatever has come of their engineering efforts. So they tend to take up an informative role in their social exchanges. On the other hand they have less and less desire, if they ever had any, to direct the activities of others, doing so only when forced to by circumstances.

As engineers of function, Inventors wish to exercise their competence in the world of people and things, and thus they deal imaginatively with social systems as well as physical and technological systems. They are very alert to what is apt to occur next-under certain conditions, if certain criteria are met-and they are always sensitive to possibilities. Found in two percent (at most) of the population, Inventors are good at functional analysis, and have both a tolerance for and enjoyment of complex problems. Outgoing and intensely curious, Inventors are apt to

express interest in finding out about everything they come into contact with, and this can be a source of inspiration to others, who find themselves admiring the Inventor's insatiable hunger for knowledge. Inventors are also endlessly inventive, and are the most reluctant of all the types to do things in a particular manner just because that is the way things have always been done. They characteristically have an eye out for a better way, always on the lookout for new projects, new activities, and new procedures. Inventors are confident in the value of their interests and display a charming capacity to ignore the standard, the traditional, and the authoritative. Because of this innovative attitude, they often bring fresh, new approaches to their work and their lives.

*Learn more at <http://Keirse.com>*

## **INTP- Architect Rationals**

Of the four aspects of strategic analysis and definition, it is the structural engineering role -- architectonics -- that reaches the highest development in these Rationals. For this reason they are aptly called the "Architects." Their major interest is in figuring out structure to build and configuration -- the spatiality of things.

As the engineering capabilities the Architects increase so does their desire to let others know about whatever has come of their engineering efforts so they tend to take up an informative role in their social exchanges. On the other hand they have less and less desire, if they ever had any, to direct the activities of others. Only when forced to by circumstance do they allow themselves to take charge of activities, and they exit the role as soon as they can without injuring the enterprise.

The Architects' distant goal is always to rearrange the environment somehow, to shape, to construct, to devise, whether it be buildings, institutions, enterprises, or theories. They look upon the world -- natural and civil -- as little more than raw material to be reshaped according to their design, as a formless stone for their hammer and chisel.

Many regard this attitude as arrogant. Architects are likely, especially in their later years, after finding out that most others are faking an understanding of the laws of nature, to think of themselves as the prime movers who must pit themselves against nature and society in an endless struggle to define ends clearly and adopt whatever means that promise success. If this is arrogance, then at least it is not vanity, and without question it has driven the design engineers to take the lead in molding the structure of civilization.

*Learn more at <http://Keirse.com>*

## Appendix F

### Self-Administered Cover Letter

#### **Keirsey Temperament Sorter II**

*National Fire Academy Applied Research Project*

*Researcher: Gina Gelbach-Hall, Battalion Chief, CCFD*

*July/ August 2006*

Dear Station Captains and Crew,

I would like to ask for your help in completing a research project I am doing for a National Fire Academy (NFA) class I am taking. I am part of a program at the NFA called the Executive Fire Officer Program; the program consist of four two-week in resident courses at the Academy followed by four research projects that I must complete to move forward in the program. The project I am asking your help on is for my third paper titled: **“Profile of Personality Types and Temperaments Within the Clark County Fire Department.”**

As part of the research, I would like your help in testing the suppression division using a simple personality test from the “Keirsey Temperament Sorter II.” After you take the test and score it, you will come up with a four-letter combination that corresponds to your personality type. The test is 70-questions and takes about 15 to 20 minutes to complete. The score sheet immediately follows the test and includes a sample to help with the scoring process. When you have determined your four-letter combination/personality type, you record it on the demographics sheet provided in each test booklet. It is that individual sheet that I collect for my research and the only thing that needs to be returned to me. I have also included in the packet a description on each of the personality types so that you and your crew can read what type your test determined you were.

I want to thank you in advance for your help with this project. I have been working on this for quite sometime and have completed over 200 surveys but time and the size of our department has made it impossible for me to be present for each test and still complete the project in time. If you have any questions, please feel free to give me a call (702) 373-7419 and I have included a self addressed stamp envelope for you to send the demographic sheet(s) back to me. I do not need the testing material back, only the single sheet that ask for Age, Gender, Race, Rank..., Personality Type. If you (or your crew) has already taken the test with me in the last six-months, you do not have to do another. I only want one per person.

Again, thank you. This research will provide a lot of insight into who we are. I will be sharing the paper when it is complete and will let everyone know when I post it on the training website. It has been fun to see what the personalities are in each crew- have fun in finding out yours!

Sincerely,

Gina Hall

Battalion Chief, Battalion 3 ‘C’

Cell Phone (702) 373-7419





**Appendix G**

**Aggregate Comparison of Personality Types for Women In Study (N=13)**

**Aggregate Comparison of Personality Types for All Women (N=13)**

<b>ISTJ</b> N=1 7.69%	<b>ISFJ</b> N=3 23.07%	<b>INFJ</b> N=0 0%	<b>INTJ</b> N=0 0%
<b>ISTP</b> N=0 0%	<b>ISFP</b> N=1 7.69%	<b>INFP</b> N=0 0%	<b>INTP</b> N=0 0%
<b>ESTP</b> N=0 0%	<b>ESFP</b> N=0 0%	<b>ENFP</b> N=0 0%	<b>ENTP</b> N=1 7.69%
<b>ESTJ</b> N=4 30.77%	<b>ESFJ</b> N=2 15.38%	<b>ENFJ</b> N=0 0%	<b>ENTJ</b> N=1 7.69%

**Aggregate Comparison of Personality Temperaments for All Women (N=13)**

