



**All Guardians (SJs) share the following core characteristics:**

- **Guardians pride themselves on being dependable, helpful, and hard-working.**
- **Guardians make loyal mates, responsible parents, and stabilizing leaders.**
- **Guardians tend to be dutiful, cautious, humble, and focused on credentials and traditions.**
- **Guardians are concerned citizens who trust authority, join groups, seek security, prize gratitude, and dream of meting out justice.**

We are lucky that Protectors make up as much as ten percent the population, because their primary interest is in the safety and security of those they care about-their family, their circle of friends, their students, their patients, their boss, their fellow-workers, or their employees. Protectors have an extraordinary sense of loyalty and responsibility in their makeup, and seem fulfilled in the degree they can shield others from the dirt and dangers of the world.

Speculating and experimenting do not intrigue Protectors, who prefer to make do with time-honored and time-tested products and procedures rather than change to new. At work Protectors are seldom happy in situations where the rules are constantly changing, or where long-established ways of doing things are not respected. For their part, Protectors value tradition, both in the culture and in their family. Protectors believe deeply in the stability of social ranking conferred by birth, titles, offices, and credentials. And they cherish family history and enjoy caring for family property, from houses to heirlooms.

Wanting to be of service to others, Protectors find great satisfaction in assisting the downtrodden, and can deal with disability and neediness in others better than any other type. They are not as outgoing and talkative as the Provider Guardians [ESFJs], and their shyness is often misjudged as stiffness, even coldness, when in truth Protectors are warm-hearted and sympathetic, giving happily of themselves to those in need.

Their reserve ought really to be seen as an expression of their sincerity and seriousness of purpose. The most diligent of all the types, Protectors are willing to work long, hard hours quietly doing all the thankless jobs that others manage to avoid. Protectors are quite happy working alone; in fact, in positions of authority they may try to do everything themselves rather than direct others to get the job done. Thoroughness and frugality are also virtues for them. When Protectors undertake a task, they will complete it if humanly possible.

They also know better than any other type the value of a dollar, and they abhor the squandering or misuse of money. To save, to put something aside against an unpredictable future, to prepare for emergencies-these are actions near and dear to the Protector`s heart. For all these reasons, Protectors are frequently overworked, just as they are frequently misunderstood and undervalued. Their contributions, and also their economies, are often taken for granted, and they rarely get the gratitude they deserve.

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## Career and Job Interests

### The Guardians (SJs)

Guardians seemed to be as satisfied overall as Idealists and Rationals in their jobs (about 75%). Challenging work and altruistic service created satisfaction for the SJs, while being allowed to bring their pets to work and company-sponsored beer on Fridays held little sway where increased job satisfaction was concerned. Remember, the Guardians enjoy being of service, so feeling challenged is providing service to the employer, and an employer that provides altruistic services serves the community at large.

### Temperament Preferences

- Idealists want (in order) balance, teamwork, individual creativity, challenging work, and a stable environment.
- Rationals want challenging work, individual creativity, achievement, empowers employees, and balance.
- Artisans want balance, individual creativity, challenging work, teamwork, and empowers employees.
- Guardians want a stable environment, balance, teamwork, achievement, and challenging work.

***For a more detailed list of occupations based on your individual personality, please refer to our in-depth Career Report, which lists job titles, descriptions, and resources for your type! [Click here to preview.](#)***

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## Dating and Mating -- Guardian Pairings

Loyal, conscientious, hard-working, Guardians can mate happily with all the temperaments, especially if their partners place a high value on home and family. But there are pitfalls.

**Guardian-Idealist:** Guardians share with Idealist mates a wish to do what's right and to help other people, and they can also enjoy the Idealists' enthusiasm, their tendency to get carried away with an idea, so different from their own cautious, serious attitude in life. But there are likely trouble spots. Guardians can be quite irritated by the Idealists' intense search for self-realization, regarding such soul-searching as being self-indulgent and affected, a mere putting on of airs. And Guardians can be badly frustrated when asked by Idealists to increase the depth and the meaning of their relationship, with no clue about how to proceed, and with their renewed efforts to stabilize and solidify the marriage only taken as proof of their inadequacy.

**Guardian-Rational:** Guardians are comfortable with the Rationals' skeptical

attitude and devotion to their work, which can seem very much like their own pessimism and sense of duty. And they often admire the Rationals' ingenuity, which is so far removed from their own reliance on standard operating procedure. However, Guardians can feel blocked out of a Rational's intellectual life, and feel the scorn that many Rationals hold for routines and traditions. Further, of all the temperaments Rationals are perhaps the least inclined to appreciate the Guardians' interest in everyday household matters, and all too often neglect to thank their Guardian mates for their care and keeping.

**Guardian-Guardian:** Two Guardians can get on famously. In the first place, they are not particularly troubled by familiarity or predictability in a relationship-being two peas in a pod sounds rather comfortable to them. And then two Guardians share such an interest in social and domestic stability: a devotion to home and family, an industrious work ethic, conservative attitudes toward parenting, recreation, spending and saving, civic responsibility, and so on, not to mention an appreciation for each other's careful scheduling and respect for authority. But this marriage also presents its problems. Two Guardians can step all over each other trying to run the house and do for each other, both insisting that their routine is the right one. And worse, in Guardian-Guardian marriages the critical attitude of one mate is met with the same critical attitude in the other. Imagine two umpires, each steadfastly trying to call the other's balls and strikes.

**Guardian-Artisan:** Once again, Guardians seem to mate most successfully with Artisans. While this "ant-and-grasshopper" relationship might appear incompatible on the face it, these marriages complement each other quite well, with the carefree, playful Artisan spreading the seed one way or another, and the concerned, hard-working Guardian carefully managing the harvest. For Guardians, the impetuous Artisan is both a child to take care of and, at times, a wonderful diversion from their own nose-to-the-grindstone existence. For Artisans, the cautious, ever-responsible Guardian is both a fixed center for their footloose way of life and a parental figure they can enjoy surprising and loosening up with their impulsive sense of fun. Points of conflict are there, to be sure-between action and caution, between rebelliousness and respect for duty, between spending and saving-but as long as these differences are taken in stride, with tolerance and good will on both sides, Guardian-Artisan marriages do quite well over time.

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## What the Letters Mean

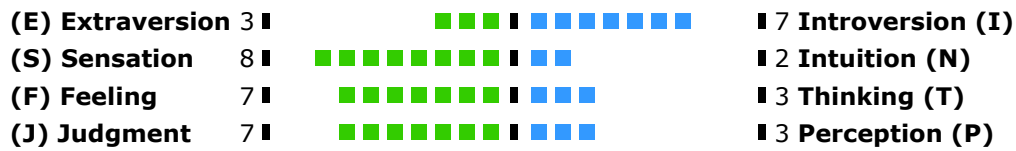
The letter names of the sixteen types ("INFJ," for example) are based on four pairs of letters-E-I, S-N, T-F, and J-P-that represent the four Jung-Myers dimensions of personality. Each pair of letters forms a spectrum, and thus no single letter should be taken as naming a type of person (there are no "Extraverts" or "Thinkers," etc., as such). A personality is a complex unity of traits, and these letters merely suggest stronger or weaker tendencies in a person's overall makeup. The pairs of letters stand for the following concepts:

E = Extraversion

I = Introversion

S = Sensation                      N = Intuition  
 T = Thinking                      F = Feeling  
 J = Judgment                      P = Perception

## Your Keirsey Temperament Sorter II Results



### Extraversion (E) vs. Introversion (I) (Your E-I Graph)

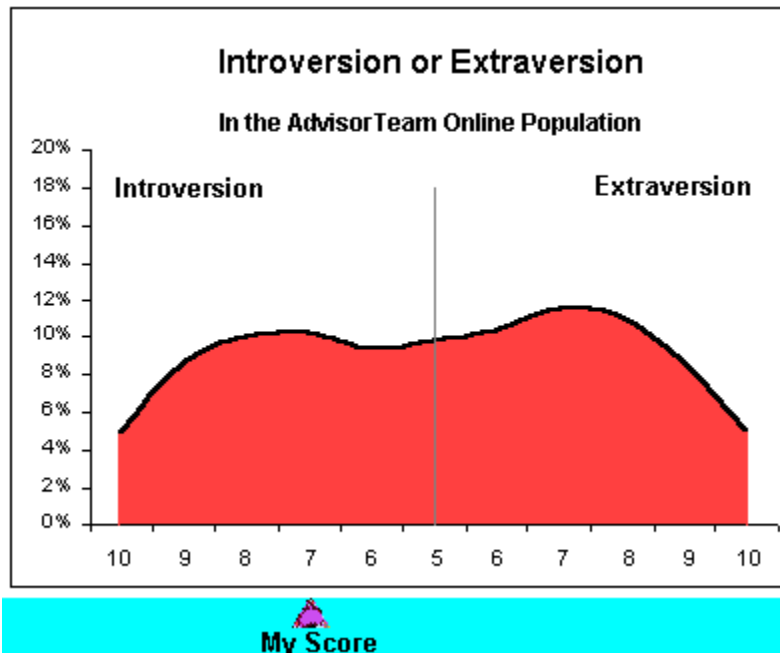
The terms "Extraversion" and "Introversion" describe two widely different social styles. People who score high in Extraversion on the Keirsey Temperament Sorter II tend to be gregarious and expressive; those scoring high on Introversion tend to be private and reserved.

People strong in Extraversion seem more comfortable socializing with groups than being alone. They report that they are energized-charged up, fired up-by contact with other people. They usually have a large circle of friends, and are happy to approach others, even strangers, and talk to them, finding this an easy and pleasant thing to do, something that makes them feel alive. Quiet and seclusion actually exhaust such persons, and they report feelings of loneliness (or power drain) when not in contact with others.

On the other hand, people prone to Introversion seem more comfortable alone than in a crowd. They draw energy from private, solitary activities, reading, listening to music, working by themselves on their latest project or favorite hobby. They tend to have a few, long-time friends, and can remain in contact with larger groups only so long before their energies are depleted. If required by their job, family, or social responsibilities to be outgoing or on stage-to make a great social effort-they are soon exhausted and need "down time" in quiet places to rest and recharge their batteries.

Remember, however, that no one is simply an "Extravert" or an "Introvert." These terms are end points on the E-I scale, with most everyone falling somewhere in between, having in their makeup a mixture of these two social styles. Also, different tasks or roles at work or in the family can bring out more Extraversion or Introversion in a person. This dimension of personality, more than the other three, is fluid and situational.

A graph of the scores of other test takers at the AdvisorTeam.com web site is shown below, with your score shown by the **red arrow**.



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## Sensory (S) vs. Intuitive (N)

(Your S-N Graph)

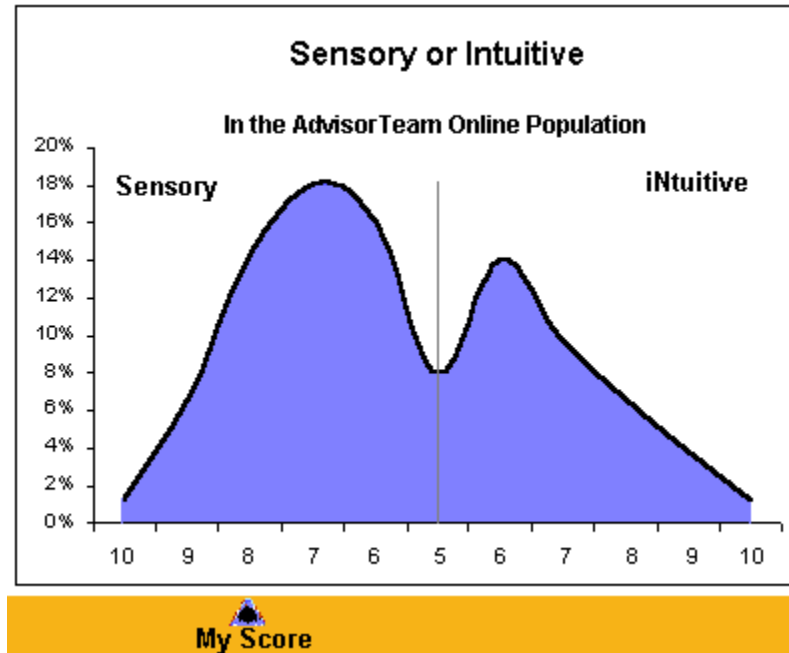
The S-N scale on the Keirseley Temperament Sorter II differentiates between two distinct worlds of human interest or focus. People with a high Sensory score pay more attention to what is going on outside themselves in the world of concrete things; people with a high Intuitive score pay more attention to what is going on inside themselves in the abstract world of ideas.

Sensory people (the vast majority, maybe 85%) seem more at home in the physical, material world, where they spend their time looking after the business of everyday living- food and clothing, transportation and shelter, job and family, recreation and social life. With their eye on reality, they tend to see all the particulars of what is right in front of them, focusing on what is happening in the here and now, or what has happened in the past, rather than speculating about what might be or what would happen if. These are practical, down-to-earth people who want facts, trust facts, and remember facts, and who deal with situations as they are. They believe in common sense and that experience is the best teacher.

In contrast, people strongly Intuitive seem more at home in the abstract, conceptual world of ideas-inferences, theories, daydreams, musings, speculations, symbols-all those things that can only be seen with the mind's eye. Focused as they so often are in their internal world, these persons can miss a great deal of what's going on right around them; for them, reality is not solid and present, but is more a mental image, or a stage of development toward some future ideal. The possible is always in front of these people: whatever "is" can be better, and they are fascinated by hypotheses and potentials. Because they listen so intently to their inner voice, even from an early age, they often seem to have "their head in the clouds," absorbed in their vivid and complex imaginations. The S-N scale measures the most fundamental of the four dimensions of personality-it's

the first cut, so to speak, in evaluating type. But this does not mean that it's an "either-or" proposition. Intuitive persons certainly turn outward at times and pay attention to the world at large; it's just that they are far more inclined to become preoccupied with their ideas. And of course Sensory persons do sometimes look inward to ponder and to dream, but for the most part their flights of imagination lag well behind their real-world observations. Neither type can be in both worlds at once, and each will usually show a clear preference for one over the other.

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## Thinking (T) vs. Feeling (F)

(Your T-F Graph)

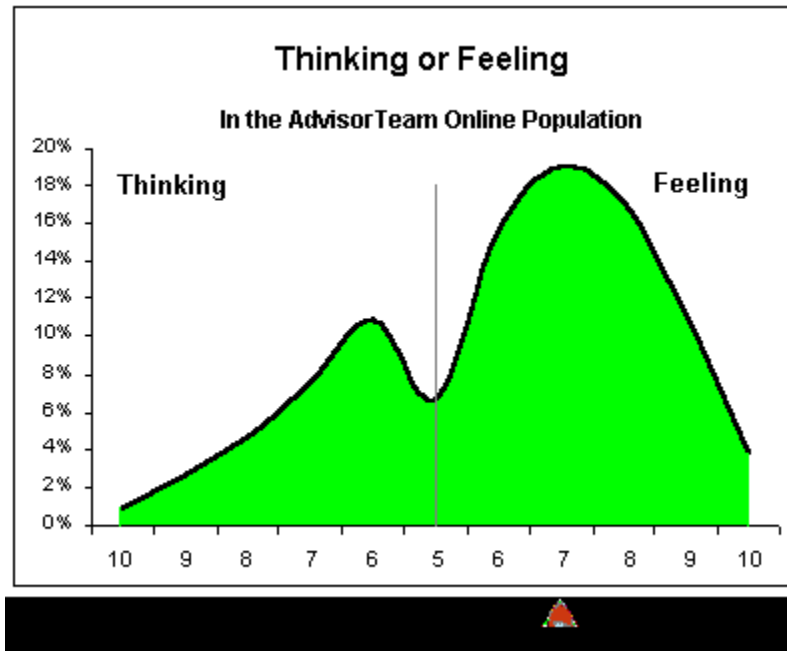
The T-F scale assesses how people govern themselves and make decisions. We all have both thoughts and feelings, of course, but those who score high on Thinking tend to use their head, while those scoring high on Feeling tend to follow their heart.

People given to Thinking are more comfortable with an impersonal, objective basis for action. They can be critical and exacting, both with themselves and others, and they are convinced only by hard data and sound reasons. They tend to be frank and straightforward, willing to speak their minds and stick to their guns even if it causes conflict with others. And they are tough-minded in their decisions, preferring to keep their emotions and desires as much as possible out of the process. They have powerful feelings, certainly, but a strong show of emotion usually embarrasses them. And so, rather than appear to be losing self-control, they keep their feelings in check, even at the risk of seeming hard-nosed or cold.

People prone to Feeling, in contrast, are more comfortable with a personal, emotional

basis for what they do. When considering their course, they consult their feelings first and always show concern for others. These people are sympathetic and sentimental, and can be swayed by powerful desire or a touching appeal. And they are softhearted when making decisions, basing their choices on gentle, kindly considerations, hoping never to hurt anyone's feelings. They may not have more or deeper emotions than those on the Thinking end of the scale, but they let their feelings show more easily, and this makes them seem warmer and friendlier, and so usually gives them an easier time getting along with others.

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## Judgment (J) vs. Perception (P)

([Your J-P Graph](#))

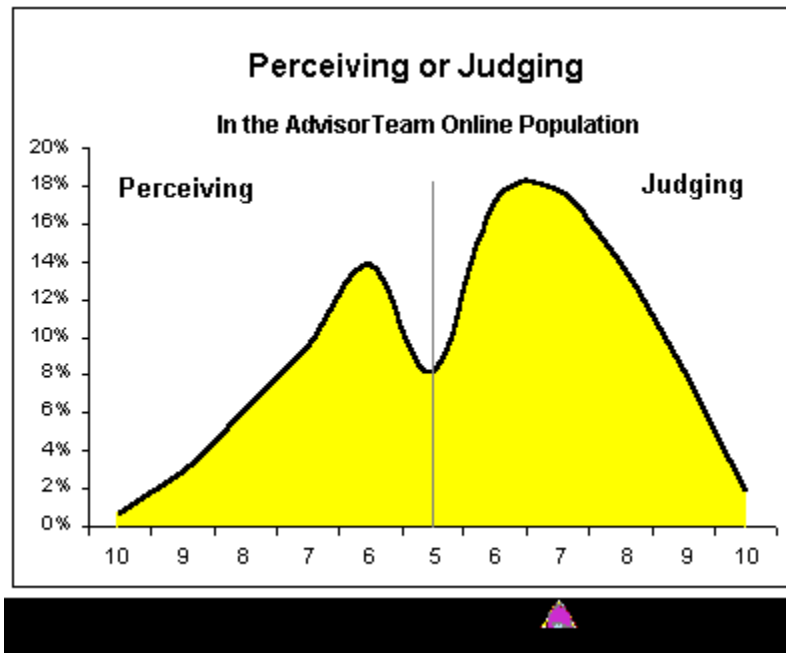
The J-P scale measures how people process information and arrange their lives. Those who score high on Judgment tend to make up their mind quickly and commit to schedules, while those scoring high on Perception prefer to keep their options open and their timetables flexible.

People strong in Judgment waste no time forming opinions or drawing conclusions. They report they feel a sense of urgency until a decision is made, and can rest only after everything is settled, with all loose ends tied up. Closure or finality is important to them, as is orderly procedure. They are quick to make schedules, agendas, timetables, and so on, for themselves and others to follow. They tend to establish deadlines and to take them seriously, expecting others to do the same. They are comfortable with routines, and are willing to do all sorts of maintenance and cleaning up after a task, just because these are necessary to see the job through to its conclusion. Neatness also counts. These people are unhappy when their personal space-workplace, house, car-is a mess, and straightening

things up is often near the top of their list.

For their part, people given to Perception tend to keep their eyes open, gathering information and looking for opportunities and alternatives that might be available to them. They feel no hurry to nail things down, or settle on a finished product, but prefer to explore the possibilities and just see what happens. These people are often playful and spontaneous in action. Schedules make them feel hurried and over-controlled, and they tend to look upon deadlines as mere reminders to get on with the job. Also, they prefer their work to be enjoyable and to the purpose. If their task is mere routine maintenance or clean up, they may balk at doing it, or leave it to someone else. Easy-going, even somewhat impulsive, these people are usually quite tolerant of mess. Their personal spaces are often cluttered with an assortment of things they have picked up, used, then dropped and forgotten about.

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