



Zereon Associates

ADVISORY | DIGITAL | INVESTMENTS

# IMPROVING TEAM COMMUNICATIONS AND WORK WITH KEIRSEY-MBTI PERSONALITY TYPES' ANALYSIS

(A GUIDE FOR NON-SPECIALIZED AUDIENCES)

ZURICH, 2020



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# I. MYERS-BRIGGS-KEIRSEY PERSONALITY SORTER: FOUR TEMPERAMENTS



Source: <https://keirse.com/>, 2020.



Artisan



Guardian



Idealist



Rational

## OVERVIEW OF TEMPERAMENT

Temperament is a configuration of observable personality traits, such as habits of communication, patterns of action, and sets of characteristic attitudes, values, and talents. It also encompasses personal needs, the kinds of contributions that individuals make in the workplace, and the roles they play in society. Each temperament has its own unique qualities and shortcomings, strengths and challenges. Dr. David Keirsey has identified humankind's four basic temperaments as the Artisan, the Guardian, the Idealist, and the Rational.

- ✓ Product of more than seven decades of research on human behavior.
- ✓ Origin in the K. Briggs and I. Myers research on personality types; developed by Dr. David Keirsey with observable factors.
- ✓ Translated into 18 different languages, used by over 50 million people from 140 different countries.
- ✓ Latest Keirsey versions methodologically validated, tested, verified and used in multiple businesses.
- ✓ Most widely utilized temperament and personality assessment in the world.

✓ There is NOT one personality type or temperament better than another "a priori"

✓ Companies and teams need ALL of them at different moments or work situations

✓ They are a preference; people can use and learn different styles

✓ Subtypes exist (16; 4 for each personality type)

✓ Success lies in 1) learning how other people operate and 2) using the best styles according to the situation, status of the projects, market, etc.

## II. TEMPERAMENT MATRIX – PERSONALITY DIMENSIONS AND THE TYPES



2 initial dimensions,  
4 resulting general  
personality types /  
temperaments

### COMMUNICATION

CONCRETE  
Talk about reality

ABSTRACT  
Talk about ideas

COOPERATIVE  
Do what's right

**Guardian**  
Concrete + Cooperative

**Idealist**  
Abstract + Cooperative

**G**

**I**

(STRUCTURED)

(EMOTIONAL)

### ACTION

UTILITARIAN  
Do what works

**Artisan**  
Concrete + Utilitarian

**Rational**  
Abstract + Utilitarian

**A**

**R**

(UNSTRUCTURED)

(RATIONAL)

**A** **CONCRETE / SENSORIAL**  
in Communications and absorption of  
information;  
**UTILITARIAN / RESULTS DRIVEN**  
in Action orientation;  
(+ **UNSTRUCTURED / "PERCEPTIVE"**  
when organizing)

**G** **CONCRETE / SENSORIAL**  
in Communications and absorption of  
information;  
**COOPERATIVE / SOCIAL FIT DRIVEN**  
in Action orientation;  
(+ **STRUCTURED / "JUDGING"**  
when organizing)

**I** **ABSTRACT / "INTUITIVE"**  
in Communications and absorption of  
information;  
**COOPERATIVE / SOCIAL FIT DRIVEN**  
in Action orientation;  
(+ **FEELER/EMOTIONAL**  
in decision making)

**R** **ABSTRACT / "INTUITIVE"**  
in Communications and absorption of  
information;  
**UTILITARIAN / RESULTS DRIVEN**  
in Action orientation;  
(+ **RATIONALIST / THINKER**  
in decision making)

Source: <https://keirse.com/>, 2020.

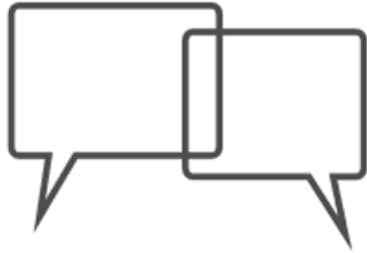
## II. TEMPERAMENT MATRIX – COMMUNICATION STYLES



Source: <https://keirseey.com/>, 2020.

### COMMUNICATION (ie INFORMATION ABSORPTION)

First, people naturally think and talk about what they are interested in, and if you listen carefully to people's conversations, you find two broad but distinct areas of subject matter. At times, of course, everyone addresses both sorts of topics, but in their daily lives, and for the most part, Concrete people talk about reality, while Abstract people talk about ideas.



#### CONCRETE (ie "Sensing")

Some people talk primarily about the external, concrete world of everyday reality: facts and figures, work and play, home and family, news, sports and weather – all the who-what-when-where-and how much's of life. **Artisans** and **Guardians** are concrete in their communication.



#### ABSTRACT (ie "Intuition")

Other people talk primarily about the internal, abstract world of ideas: theories and conjectures, dreams and philosophies, beliefs and fantasies –all the why's, if's, and what-might-be's of life. **Idealists** and **Rationals** are abstract in their communication.



**Go to them in  
terms of FACTS**



**Go to them in  
terms of IDEAS**

## II. TEMPERAMENT MATRIX – ACTION ORIENTATION



Source: <https://keirse.com/>, 2020.

### ACTION

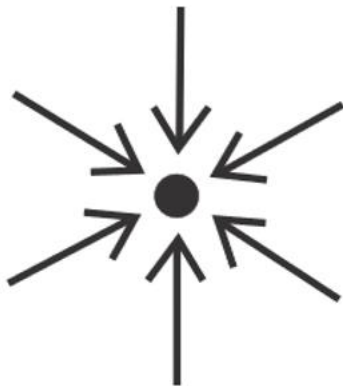
Second, at every turn people are trying to accomplish their goals, and if you watch closely how people go about their business, you see that there are two fundamentally opposite types of action.

#### COOPERATIVE



Other people act primarily in a cooperative or socially acceptable manner, that is, they try to do the right thing, in keeping with agreed upon social rules, conventions, and codes of conduct, and only later do they concern themselves with the effectiveness of their actions. **Guardians** and **Idealists** are cooperative in their action.

#### UTILITARIAN



Some people act primarily in a utilitarian or pragmatic manner, that is, they do what gets results, what achieves their objectives as effectively or efficiently as possible, and only afterwards do they check to see if they are observing the rules or going through proper channels. **Artisans** and **Rationals** are utilitarian in their action.



**Go to them in terms of SOCIAL FIT**



**Go to them in terms of RESULTS**

## II. TEMPERAMENT MATRIX – REST OF DIMENSIONS



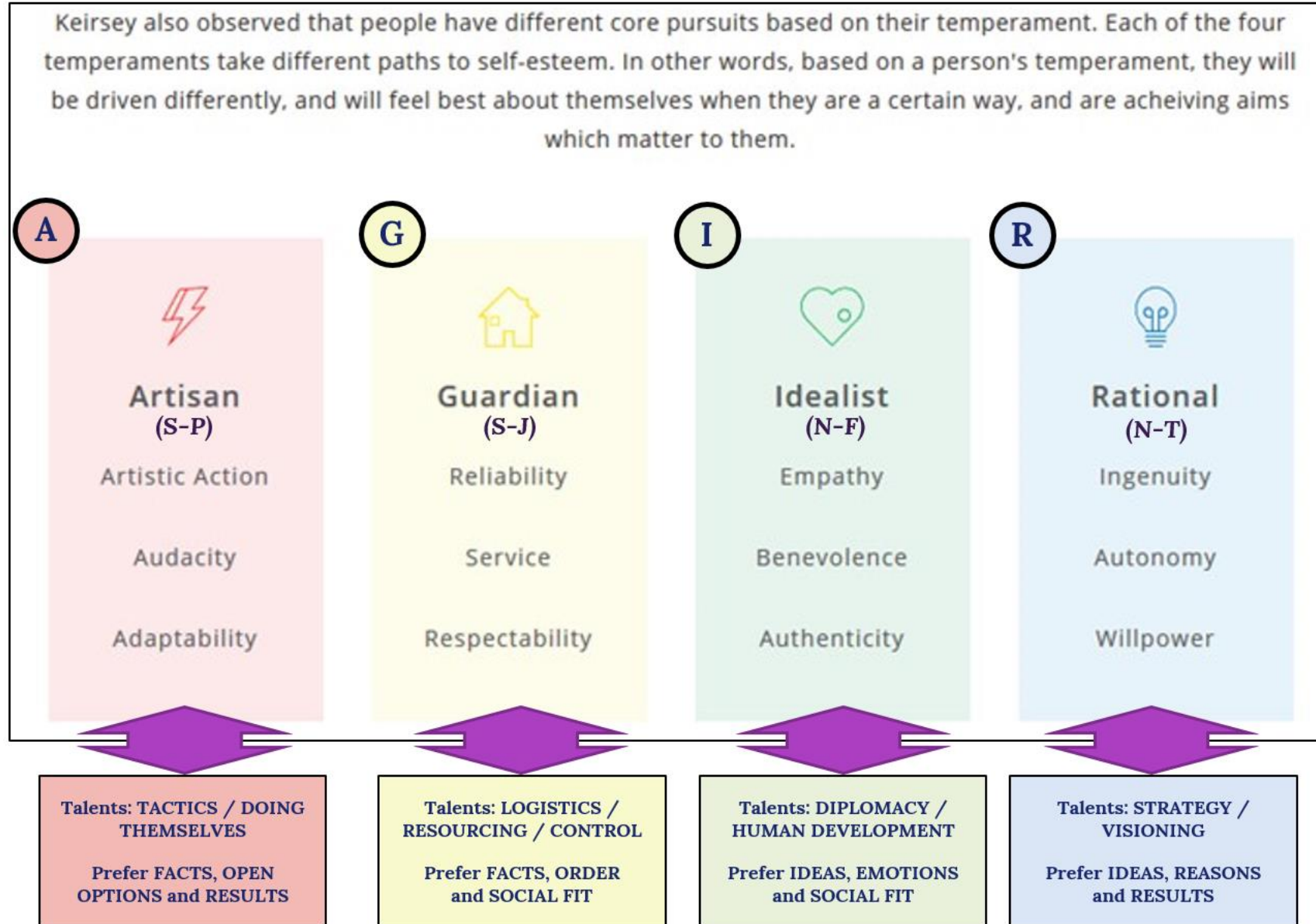
Source: "Training AI to predict Myers-Briggs Personality Types From Texts", Romero, V., <https://www.datadriveninvestor.com>, 2019, and Zereon Associates self-elaboration.



### III. PERSONALITY TYPES' KEY DRIVERS AND MOTIVATORS



Source: <https://keirseey.com/>, 2020.



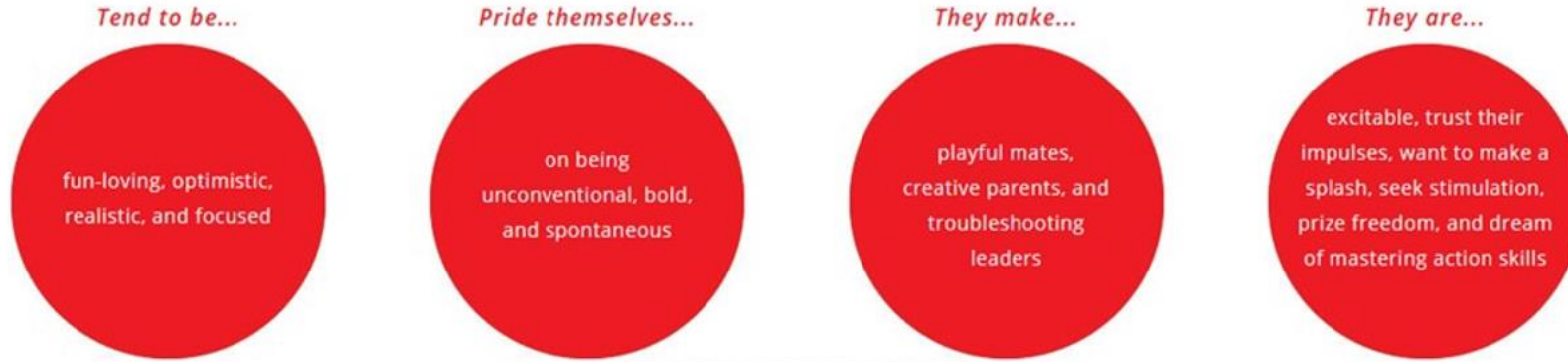
# IV. THE FOUR TEMPERAMENTS (DETAIL) - ARTISAN



Source: <https://keirse.com/>, 2020, and self-elaboration.

**A** CONCRETE / SENSORIAL (S) in Communications and absorption of information;  
UTILITARIAN / RESULTS DRIVEN in Action orientation;  
UNSTRUCTURED / "PERCEPTIVE" (P) in organization

Go to them in terms of **FACTS, RESULTS** and with **OPEN OPTIONS**



**30-35% of the general population**

*Artisans are the temperament with a natural ability to excel in any of the arts, not only the fine arts such as painting and sculpting, or the performing arts such as music, theater, and dance, but also the athletic, military, political, mechanical, and industrial arts, as well as the "art of the deal" in business.*

Artisans are most at home in the real world of solid objects that can be made and manipulated, and of real-life events that can be experienced in the here and now. Artisans have exceptionally keen senses, and love working with their hands. They seem right at home with tools, instruments, and vehicles of all kinds, and their actions are usually aimed at getting them where they want to go, and as quickly as possible. Thus Artisans will strike off boldly down roads that others might consider risky or impossible, doing whatever it takes, rules or no rules, to accomplish their goals. This devil-may-care attitude also gives the Artisans a winning way with people, and they are often irresistibly charming with family, friends, and co-workers.

## SUBTYPES

### Artisan

 Promoter  
ESTP

Pragmatists who love excitement and excel in a crisis.

 Crafter  
ISTP

Straightforward and honest people who prefer action to conversation.

 Performer  
ESFP

Lively and playful people who value common sense.

 Composer  
ISFP

Warm and sensitive types who like to help people in tangible ways.

E / I : Extrovert / Introvert  
T / F : Thinker / Feeler

# IV. THE FOUR TEMPERAMENTS (DETAIL) - GUARDIAN



Source: <https://keirse.com/>, 2020, and self-elaboration.

**G** CONCRETE / SENSORIAL (S) in Communications and absorption of information;  
COOPERATIVE / SOCIAL FIT in Action orientation; STRUCTURED / "JUDGING" (J) in organization

Go to them in terms of **FACTS, SOCIAL FIT** and with **ORDER / STRUCTURE**

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

**40-45% of the general population**

*Guardians are the cornerstone of society, for they are the temperament given to serving and preserving our most important social institutions. Guardians have natural talent in managing goods and services--from supervision to maintenance and supply -- and they use all their skills to keep things running smoothly in their families, communities, schools, churches, hospitals, and businesses.*

Guardians can have a lot of fun with their friends, but they are quite serious about their duties and responsibilities. Guardians take pride in being dependable and trustworthy; if there's a job to be done, they can be counted on to put their shoulder to the wheel. Guardians also believe in law and order, and sometimes worry that respect for authority, even a fundamental sense of right and wrong, is being lost. Perhaps this is why Guardians honor customs and traditions so strongly -- they are familiar patterns that help bring stability to our modern, fast-paced world.

**SUBTYPES**

**Guardian**

- Supervisor ESTJ: Realists who are quick to make practical decisions.
- Inspector ISTJ: Hard workers who value their responsibilities and commitments.
- Provider ESFJ: Gregarious traditionalists motivated to help others.
- Protector ISFJ: Modest and determined workers who enjoy helping others.

E / I : Extrovert / Introvert  
T / F : Thinker / Feeler

# IV. THE FOUR TEMPERAMENTS (DETAIL) - IDEALIST



Source: <https://keirse.com/>, 2020, and self-elaboration.

I

**ABSTRACT / "INTUITIVE" (N) in Communications and absorption of information; COOPERATIVE in Action orientation; FEELER (F) /EMOTIONAL in decision making**

**Go to them in terms of IDEAS, SOCIAL FIT and with EMOTIONS**

Tend to be...	Pride themselves...	They make...	They are...
giving, trusting, spiritual, and they are focused on personal journeys and human potentials	on being loving, kindhearted, and authentic	intense mates, nurturing parents, and inspirational leaders	enthusiastic, they trust their intuition, yearn for romance, seek their true self, prize meaningful relationships, and dream of attaining wisdom
<p><b>15-20% of the general population</b></p> <p><i>Idealists, as a temperament, are passionately concerned with personal growth and development. Idealists strive to discover who they are and how they can become their best possible self -- always this quest for self-knowledge and self-improvement drives their imagination. And they want to help others make the journey. Idealists are naturally drawn to working with people, and whether in education or counseling, in social services or personnel work, in journalism or the ministry, they are gifted at helping others find their way in life, often inspiring them to grow as individuals and to fulfill their potentials.</i></p> <p>Idealists are sure that friendly cooperation is the best way for people to achieve their goals. Conflict and confrontation upset them because they seem to put up angry barriers between people. Idealists dream of creating harmonious, even caring personal relations, and they have a unique talent for helping people get along with each other and work together for the good of all. Such interpersonal harmony might be a romantic ideal, but then Idealists are incurable romantics who prefer to focus on what might be, rather than what is. The real, practical world is only a starting place for Idealists; they believe that life is filled with possibilities waiting to be realized, rich with meanings calling out to be understood. This idea of a mystical or spiritual dimension to life, the "not visible" or the "not yet" that can only be known through intuition or by a leap of faith, is far more important to Idealists than the world of material things.</p>			

**SUBTYPES**

**Idealist**

- Teacher ENFJ**  
 People-lovers who are energetic, articulate, and diplomatic.
- Counselor INFJ**  
 Thoughtful, creative people driven by firm principles and personal integrity.
- Champion ENFP**  
 Curious and confident creative types who see possibilities everywhere.
- Healer INFP**  
 Sensitive idealists motivated by their deeper personal values.

**E / I : Extrovert / Introvert**  
**J / P : Structured (Judging) / Unstructured (Perceiving)**

# IV. THE FOUR TEMPERAMENTS (DETAIL) - RATIONALIST



Source: <https://keirsey.com/>, 2020, and self-elaboration.

**R** **ABSTRACT / "INTUITIVE" (N) in Communications and absorption of information; UTILITARIAN in Action orientation; RATIONALIST/ THINKER (T) in decision making**

**Go to them in terms of IDEAS, RESULTS and with REASONS**

*Tend to be...*

*Pride themselves...*

*They make...*

*They are...*

**5-10% of the general population**

*Rationals are the problem solving temperament, particularly if the problem has to do with the many complex systems that make up the world around us. Rationals might tackle problems in organic systems such as plants and animals, or in mechanical systems such as railroads and computers, or in social systems such as families and companies and governments. But whatever systems fire their curiosity, Rationals will analyze them to understand how they work, so they can figure out how to make them work better.*

In working with problems, Rationals try to find solutions that have application in the real world, but they are even more interested in the abstract concepts involved, the fundamental principles or natural laws that underlie the particular case. And they are completely pragmatic about their ways and means of achieving their ends. Rationals don't care about being politically correct. They are interested in the most efficient solutions possible, and will listen to anyone who has something useful to teach them, while disregarding any authority or customary procedure that wastes time and resources.

**SUBTYPES**

Rational

Fieldmarshal  
ENTJ

Mastermind  
INTJ

Inventor  
ENTP

Architect  
INTP

**Natural leaders who are logical, analytical, and good strategic planners.**

**Creative perfectionists who prefer to do things their own way.**

**Enterprising creative people who enjoy new challenges.**

**Independent and creative problem-solvers.**

**E / I : Extrovert / Introvert**  
**J / P : Structured (Judging) / Unstructured (Perceiving)**

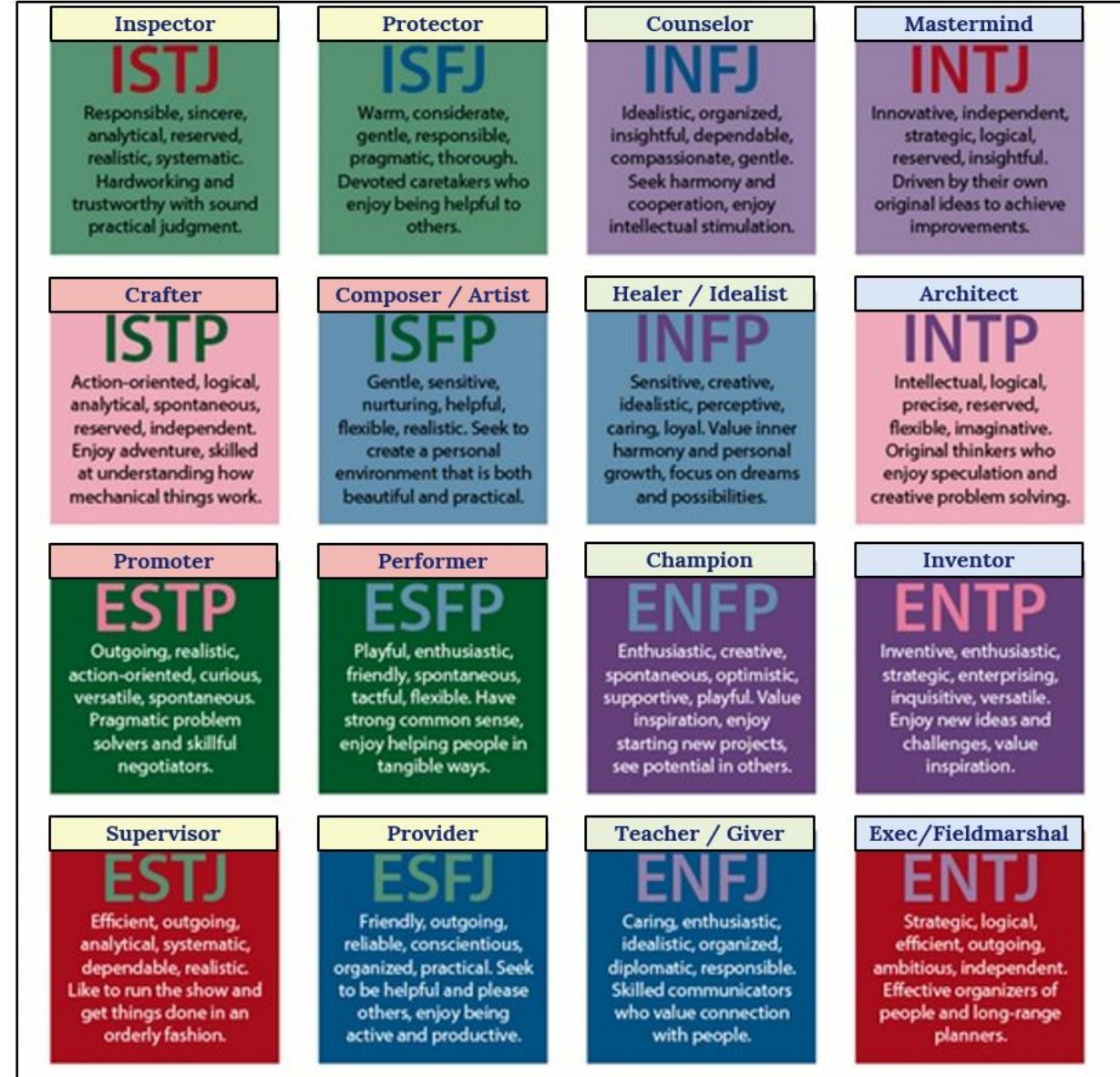
# V. THE SIXTEEN SUBTYPES - THE SERIOUS VERSION



Source: <https://keirsey.com/>, 2020.










Source: "What's Your Personality Type", [https://en.wikipedia.org/wiki/Myers%20%80%93Briggs\\_Type\\_Indicator](https://en.wikipedia.org/wiki/Myers%E2%80%93Briggs_Type_Indicator), 2020.



# V. THE SIXTEEN SUBTYPES - THE POP CULTURE VERSION (1)



<p><b>INTROVERTS that prefer ORDER / STRUCTURE</b></p>	<p><b>GUARDIANS (1) – Prefer FACTS, SOCIAL FIT, STRUCTURE</b></p>		<p><b>IDEALISTS (1)</b></p>		<p><b>RATIONALISTS (1)</b></p>	
	<p><b>LSTJ</b></p>  <p>Owen Lars</p> <p><b>The Inspector</b></p> <p>Responsible, loyal, and hard working. Have an acute sense of right and wrong and work to preserve established norms and traditions. Somewhat reserved and prefer to work alone, but can make great team members if the need arises. Characterized by the ability to work hard and make sacrifices to keep society running smoothly.</p>	<p><b>LSFJ</b></p>  <p>C-3PO</p> <p><b>The Protector</b></p> <p>Traditional, loyal, quiet, and kind. Extremely intuitive about people and sensitive to others' needs. Often fear change and try hard to maintain peace and order. Tend to serve behind the scenes without seeking recognition. Like routine and possess excellent follow-through skills. Characterized by the ability to identify the needs of others and meet them selflessly.</p>	<p><b>INFJ</b></p>  <p>Obi-Wan Kenobi</p> <p><b>The Counselor</b></p> <p>Introspective, caring, sensitive, and complex. Strive for peace and seek to develop and guide others. Value self-control and the pursuit of the greater good. Live their lives with a great purpose, and devoted to the causes they believe in. Characterized by the ability to connect with the essence of others and to identify their strengths.</p>	<p><b>INTJ</b></p>  <p>Palpatine</p> <p><b>The Mastermind</b></p> <p>Objective, independent, thorough, and adaptable, with well-developed powers of concentration. Natural leaders who strive for perfection. Talented in bringing ideas from conception to reality. Expect perfection from themselves as well as others. Characterized by their desire to produce mastery and achievement that reflects their brilliance.</p>		
<p><b>INTROVERTS that prefer OPEN OPTIONS / EXPLORING</b></p>	<p><b>ARTISANS (1) – Prefer FACTS, RESULTS, OPEN OPTIONS</b></p>		<p><b>Feelers</b></p> <p>Prefer IDEAS, SOC. FIT and EMOTIONS</p>		<p><b>Thinkers</b></p> <p>Prefer IDEAS, RESULTS and REASONS</p>	
	<p><b>LSTP</b></p>  <p>Chewbacca</p> <p><b>The Crafter</b></p> <p>Independent and adventurous, yet quiet and reserved. Interested in how and why things work. Adaptable and spontaneous, likes to live in the moment. Loyal to their peers and to their internal value systems, but not overly concerned with respecting rules if they get in the way. Characterized by their ability to get things done.</p>	<p><b>LSFP</b></p>  <p>Bail Organa</p> <p><b>The Artist</b></p> <p>Quiet, serious, sensitive, and kind. Loyal and faithful, dislike conflict. Have a keen appreciation for beauty due to their highly developed senses. Likely to be original and creative. Highly affectionate, but can be difficult to get to know. Live in the present and yearn for freedom. Characterized by their desire to help and contribute to the well-being of others.</p>	<p><b>INFP</b></p>  <p>Luke Skywalker</p> <p><b>The Idealist</b></p> <p>Introspective, private, creative, and highly idealistic. Driven by their values, and interested in helping people and serving humanity. Adaptable and laid-back unless a strongly-held value is threatened. Imaginative, often talented in language and writing. Characterized by their ability to be present with another person on a deep level.</p>	<p><b>INTP</b></p>  <p>Yoda</p> <p><b>The Architect</b></p> <p>Logical, original, reserved, and curious. Focus on ideas, theories, and explanations. Have a calm, serious exterior, but a deeply passionate soul. Appreciate and respect intelligence in others. Have a strong ability to stay on task. Characterized by their ability to design sophisticated systems and theories that improve the lives of others.</p>		

Source: "Star Wars MBTI Chart", <https://www.geekinheels.com/2013/10/23/star-wars-mbti-chart.html>, 2013.

Note: the original authorship does not come from a professional Organizational Management or Psychology background; this is shown for illustration purposes only.

# V. THE SIXTEEN SUBTYPES - THE POP CULTURE VERSION (2)



EXTROVERTS  
that prefer  
OPEN OPTIONS  
/ EXPLORING

EXTROVERTS  
that prefer  
ORDER /  
STRUCTURE

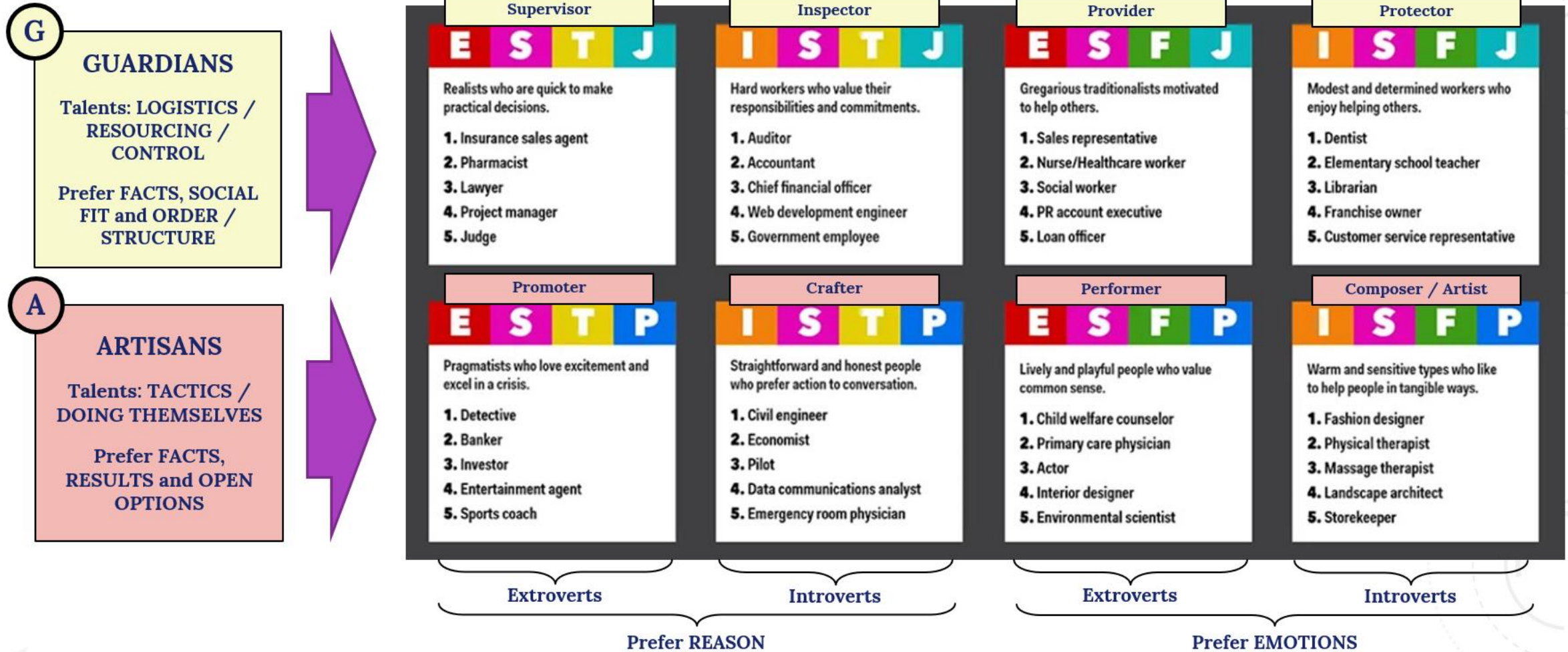
ARTISANS (2) - Prefer FACTS, RESULTS, OPEN OPTIONS		IDEALISTS (2)		RATIONALISTS (2)	
<p><b>ESTP</b></p>  <p>Han Solo</p> <p><b>The Promoter</b></p> <p>Friendly, adaptable, and action-oriented "doers" who are focused on immediate results. Think on their feet and thrive in crises. Informal risk-takers who live fast-paced lives. Never allow rules to get in the way of their ambitions. Straightforward and realistic, take criticism well. Characterized by their ability to get things done and work well with others.</p>	<p><b>ESFP</b></p>  <p>Wicket</p> <p><b>The Performer</b></p> <p>Outgoing, friendly, and fun-loving. Likely to be the center of attention in social situations. Love new experiences and live for the moment. Adapt readily to new people and environments, can get bored easily. Enjoy material comforts and want the best of what life has to offer. Characterized by their ability to create positive experiences for others.</p>	<p><b>ENFP</b></p>  <p>Qui-Gon Jinn</p> <p><b>The Champion</b></p> <p>Enthusiastic, idealistic, inspiring, and creative. Actively advocate for what they feel to be important, attracting others to their causes with excellent people skills, warmth, and positivity. Excited by new ideas but tend to get bored with details. Characterized by their ability to inspire and motivate others with their enthusiasm and passion for life.</p>	<p><b>ENTP</b></p>  <p>R2-D2</p> <p><b>The Inventor</b></p> <p>Quick, innovative, curious, and resourceful. Excellent ability to understand concepts and apply logic to find solutions. Introspective and carefree nonconformists who are bored by routine. Thrive at finding crafty solutions to technical problems. Characterized by their ability to pursue and succeed at any risk-taking venture.</p>		
<p><b>ESTJ</b></p>  <p>Darth Vader</p> <p><b>The Supervisor</b></p> <p>Practical, realistic, organized, and strategic. Possess natural leadership qualities. Strict boundary setters who take personal responsibility very seriously. Intensely focused on getting results and seek ways to do so in the most efficient way possible. Characterized by their ability to preserve traditions and provide security for their loved ones.</p>	<p><b>ESFJ</b></p>  <p>Jar Jar Binks</p> <p><b>The Provider</b></p> <p>Warmhearted, conscientious, and popular. Tend to put the needs of others over their own needs. Sensitive to criticism and need positive reinforcement to feel good about themselves. Supportive and generous, can sometimes come across as overbearing due to their capacity for empathy. Characterized by their genuine concern for others, which drives everything they do.</p>	<p><b>ENFJ</b></p>  <p>Padme Amidala</p> <p><b>The Giver</b></p> <p>Warm, empathetic, and charismatic with excellent people skills. Highly sensitive to the emotions and needs of others, likely to find hidden potential in others and strive to help them fulfill it. Take their obligations to others very seriously. Characterized by their ability to help develop others, and making a lasting difference in people's lives.</p>	<p><b>ENTJ</b></p>  <p>Leia Organa</p> <p><b>The Executive</b></p> <p>Assertive, strategic, and decisive, with a natural desire to lead. Intelligent and well-informed, value knowledge and competence. Are quick to see illogical and inefficient systems, and develop intelligent solutions in response. Characterized by their ability to lead confidently and reach goals with excellence.</p>		
<p><b>Thinkers</b></p> <p><b>GUARDIANS (2) - Prefer FACTS, SOCIAL FIT, STRUCTURE</b></p>		<p><b>Feelers</b></p> <p><b>Prefer IDEAS, SOC. FIT and EMOTIONS</b></p>		<p><b>Thinkers</b></p> <p><b>Prefer IDEAS, RESULTS and REASONS</b></p>	

Source: "Star Wars MBTI Chart", <https://www.geekinheels.com/2013/10/23/star-wars-mbti-chart.html>, 2013.

Note: the original authorship does not come from a professional Organizational Management or Psychology background; this is shown for illustration purposes only.



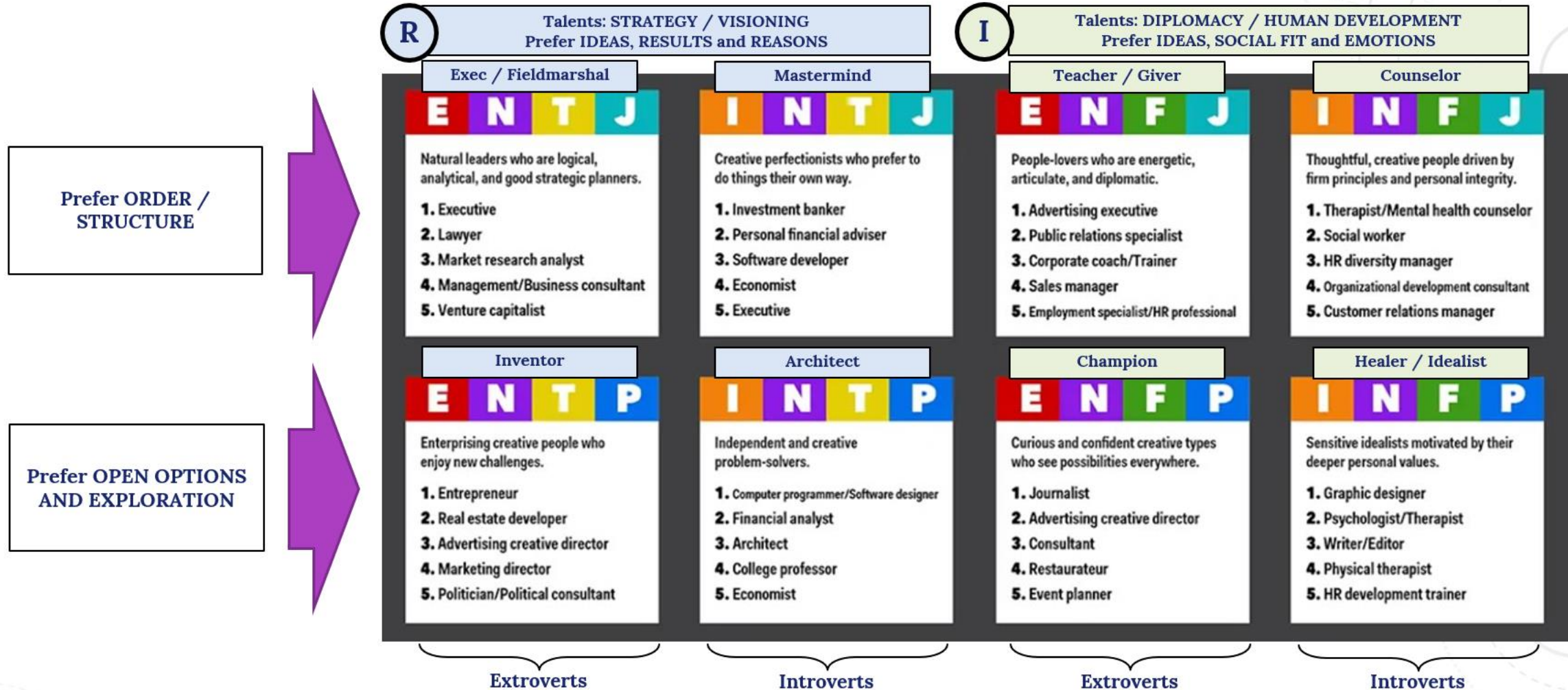
# V. THE SIXTEEN SUBTYPES - RELATED JOBS AND MANAGEMENT - 1



**Remember - in a Company, ALL the types are needed sooner or later, depending on the situation, status of the projects, market needs, etc.**  
**AND - effective teamwork / organizational functioning requires addressing other people's types well, and knowing when to apply one subtype or another.**

Source: "The Best Jobs For Every Personality Type", Filoni, D. and Gould, S., <https://www.businessinsider.com>, 2014 - citing "Do What You Are: Discover the Perfect Career for You Through the Secrets of Personality Type", and Zereon Associates self-elaboration.

# V. THE SIXTEEN SUBTYPES - RELATED JOBS AND MANAGEMENT - 2



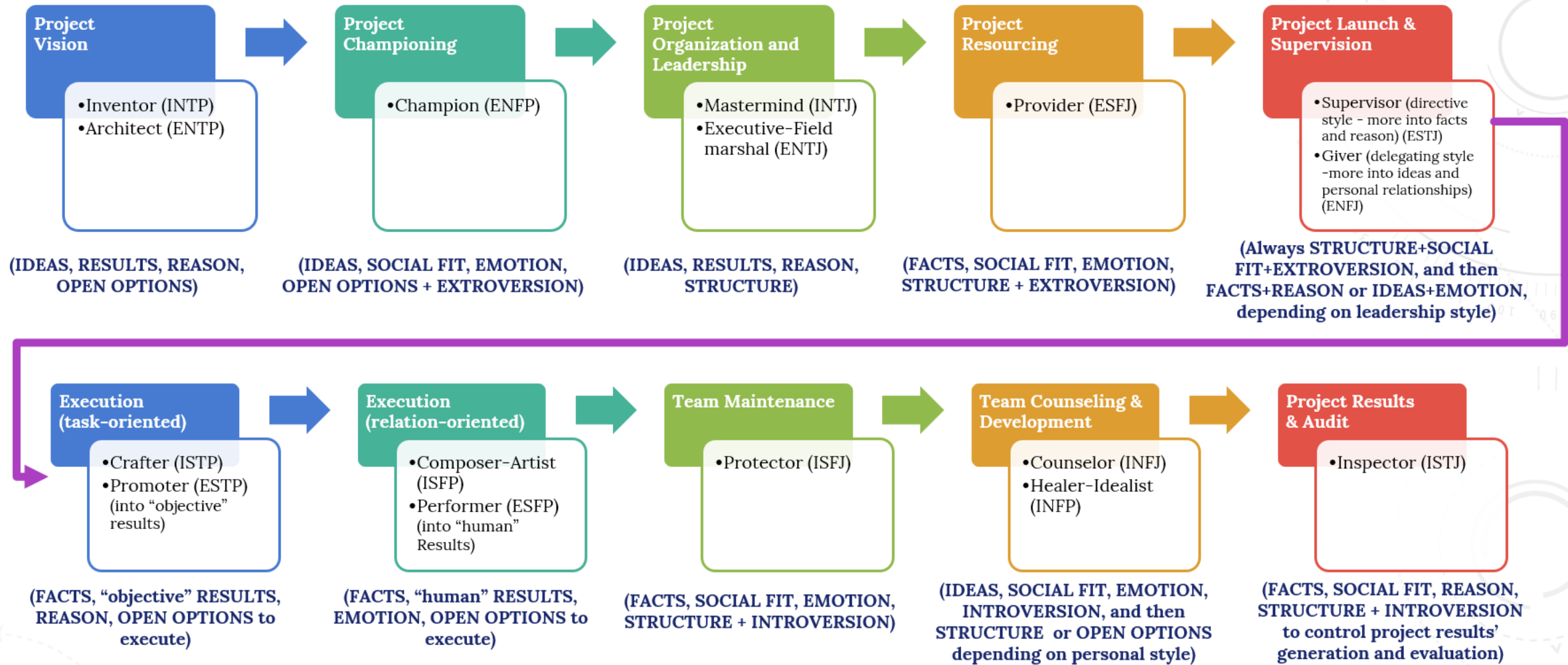
**Remember – in a Company, ALL the types are needed sooner or later, depending on the situation, status of the projects, market needs, etc. AND – effective teamwork / organizational functioning requires addressing other people’s types well, and knowing when to apply one subtype or another.**

Source: “The Best Jobs For Every Personality Type”, Filoni, D. and Gould, S., <https://www.businessinsider.com>, 2014 – citing “Do What You Are: Discover the Perfect Career for You Through the Secrets of Personality Type”, and Zereon Associates self-elaboration.

# V. THE SIXTEEN SUBTYPES – ROLES IN A CLASSIC PROJECT OR COMPANY PLAN



(Source: Zereon Associates Self-elaboration)



*Playing each subtype in the right classic project or company plan phase should lead to more efficiencies, results and increased team / individual satisfaction.  
AGAIN - effective teamwork / organizational functioning requires knowing when to apply one subtype or another.*

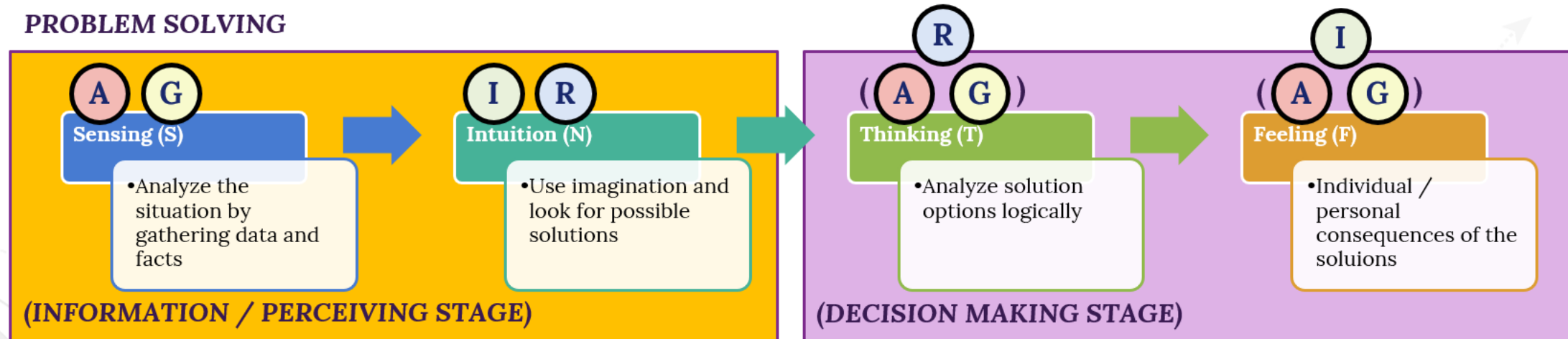
# V. THE SIXTEEN SUBTYPES – CONFLICT AND PROBLEM SOLVING



## CONFLICT

DECISION MAKING AND ORGANIZATION DIMENSIONS	Thinking / Reason (T)				Feeling / Emotions (F)			
	Judging / Structured (TJ)		Perceiving/Unstructured (TP)		Judging / Structured (FJ)		Perceiving / Unstructured (FP)	
	Inspector	Mastermind	Crafter	Architect	Protector	Counselor	Composer / Artist	Healer / Idealist
	Supervisor	Exec/Fieldmarshal	Promoter	Inventor	Provider	Teacher / Giver	Performer	Champion
<b>Reason for conflict</b>	Authority-based only or “too fluffy” arguments		No space for personal thinking or alternatives		Different convictions or personal priorities		Different values or lack of sensitivity	
<b>Comes across as...</b>	Rational – or unimpressed / aggressive		Reasonable – or devil’s advocate		Seeking communication and harmony – or hypocritical		Empathizing – or victimized / passive-aggressive	
<b>Emotions</b>	Disputing that they exist		Excluded		Considered part of the conflict		Are the conflict	
<b>Satisfied if...</b>	The conflict has passed		The outcome can be analyzed and explored		There is no bitter after-taste		There is an open, caring discussion	
<b>Desired result</b>	Rational solution		Improvement in processes or procedures		Relations remain intact		Respectful interaction, listening	

## PROBLEM SOLVING



Source: “30 minutes to enhance your profile through personality”, Lorenz, T. and Oppitz, S., GABAL Verlag, 2007, and self-elaboration.



Zereon Associates

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# THANK YOU !

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