

Artisans Seek Freedom and Play

While enjoying life and work fully

Artisan Sub-types

Artisans are the most resourceful and adaptable of the temperaments. They include the following sub-types:

- ESTP – Artisan Promoter
- ISTP – Artisan Crafter
- ESFP – Artisan Performer
- ISFP – Artisan Composer

Characteristics of Artisans

Typically Artisan/Improvisers make up 35 to 40% of the population, although we don't see many of them in business. They are innovative, spontaneous people who live fully in the moment. Artisans are usually resourceful, practical, and flexible. Other temperaments may regard them as firefighters and risk takers, but they will respond better than most Guardians during periods of change. Artisans are independent entrepreneurial types who love taking action, making deals, and being in the "public eye." They seek work that requires equipment and tools. For Artisans, the end always justifies the means. In other words, *what* they accomplish is more important to them than *how* it was done – an opposite view from most Guardians and Idealists.

Potential Weaknesses

"Just do it" is a fitting description of Artisans – they are constantly on the go and can easily get bored. They are often perceived as troublemakers, especially by more organized, rule following Guardians. Although they accumulate facts, Artisans will often avoid both short and long-term planning. Typically, Artisans prefer to keep their options open and will avoid making decisions for as long as possible. They can be unaware or don't care about their impact on others, and often misunderstand people's emotions. Artisans would benefit by developing their Emotional Intelligence skills.

Tips for Communicating with Artisans

If you want to communicate effectively with Artisans, try the following:

- Keep the discussion engaging and moving along
- Try having a meeting while taking a walk together
- Present facts and give concrete examples
- Don't weigh them down with too many details
- Whenever possible, stress practical applications
- Ask for their ideas and give them choices whenever possible
- Allow time for decision making and planning
- Don't pressure them to make decisions too soon and encourage them to keep their options open
- Emphasize WIFM and the benefits to them
- Find complimentary partners who excel in planning

Coaching Artisans

When using a Coaching style of leadership to develop people, keep temperament and individual preferences in mind. At the same time, challenge Artisans to step outside their comfort zone to learn and grow.

When coaching Artisans...

- Create a safe environment for coaching
- Present the coaching opportunity as unique and focused on them
- When giving feedback, rely on facts and details
- Work closely with them to develop Action Learning Plans
- Be willing to respond to what's happening now
- Use models and other coaching tools
- Help them see how their actions influence what happens and impact other people
- Keep discussions moving and engaging

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