

Canadian Archivists: What Types of People Are They?*

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RÉSUMÉ On retrouve dans cet article les résultats d'un sondage national sur la personnalité des archivistes au Canada, réalisé en 1998 en utilisant le test de Keirsey (Keirsey Temperament Sorter). Les tests et les types de personnalité sont analysés dans le but de fournir le contexte global du sondage canadien, qui fut réalisé afin de faire des parallèles avec des études similaires effectuées aux États-Unis et en Australie. Les résultats canadiens sont présentés sous forme de tableaux et des comparaisons sont faites avec le portrait des types de personnalité de la population mondiale tel qu'établi par des études faites dans plusieurs pays et accessibles électroniquement. Ce sondage sur la personnalité des archivistes est relié à l'enquête démographique plus large sur les archivistes canadiens dont il forme une partie.

ABSTRACT This article reports the results of a national survey on the temperament of archivists in Canada done in 1998 using the Keirsey Temperament Sorter. Temperament testing and temperament types are discussed in order to provide a wider context for the Canadian survey, which was done to parallel similar surveys of archivists in the United States and Australia. Canadian results are presented in tables and comparisons are made to the temperament profile of a world population drawn from a number of countries and available electronically. The temperament typing survey is related to the larger demographic survey of Canadian archivists of which it was one part.

This paper continues the report of a national survey of archivists in Canada, undertaken between April and June 1998, by presenting the results of the temperament sorter.¹ "Canadian Archivists: What Types of People are They?"

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¹ "A Look at a Bigger Picture: The Demographic Profile of Archivists in Canada Based on a National Survey" was published in *Archivaria* 49 (Spring 2000), pp. 20–52. A preliminary report of the temperament data was delivered orally at the Association of Canadian Archivists' meetings in Halifax, Nova Scotia, June 1998. At the same session, Ann Pederson presented a preliminary report on the characteristics of the archivists working in Australia and Charles Schultz reported on his administration of the Keirsey Temperament Sorter to a sub-set of

had two distinct sections. Part B, comprising nine multi-part questions, gathered basic demographic information about respondents which was reported in *Archivaria* 49. Part A had a single section comprising the respondent's personality profile. This profile was constructed by respondents using the Keirsey Temperament Sorter (KTS) which was included in the survey package. The KTS was provided with a view to exploring an area hitherto never probed collectively. The temperament profile of Canadian archivists would add another dimension to the demographics and enrich understanding of our nature as a group.

Personality and Temperament: A Brief Overview

The KTS, an unusual aspect of the survey, deserves preliminary comments to place it within the larger area of personality theory and research.² Personality is a perennial topic of interest, perhaps because we naturally seek explanations for the endless differences and varieties we experience in life. Greek philosophers first typed human personality into four categories; "sanguine" and "choleric" still have a place in our vocabulary, while a "melancholy" side of people and "phlegmatic" attitudes to life still strongly resonate in the twenty-first century. A four-part typology remains the starting point for modern research although current schema are inspired not by Greek psychology but by Jungian ideas.³

Each of us chooses how to act and behave, and over time we develop preferences because we are comfortable with certain styles of behaviour in social groups and at work. From this seemingly infinite possible combination of modes and tactics, psychologists in this century have classified preferences into a typology of temperament – choices of ways of acting and behaving we repeat because of the comfort we have with the demands of this behaviour. Choice extends into the way we arrange our social interactions, how we relate

archivists working in the United States. Ann Pederson subsequently expanded her Australian data for a presentation to the Australian Society of Archivists in the autumn of 1999. Her paper is available at <<http://www.archivists.org.au/events/conf99/pederson.html>>. Charles Schultz has published his temperament data in "Personality types of archivists," *Provenance* xiv (1996), pp. 115–35.

2 A number of Web sites provide information about personality and temperament testing. The Keirsey site has much useful information on type testing and can be found at <<http://www.keirsey.com>>. An academic, Dr. C. George Boeree, has a Web site with numerous informative articles on personality theory and theorists as well as temperament typing: <<http://www.ship.edu/~cgboeree/perscontents.html>>. Finally, it is well worth visiting the site of the Temperament Research Institute <<http://www.tri-network.com>>. This site contains a number of useful articles by psychologist Linda Berens.

3 David Keirsey and Marilyn Bates, *Please Understand Me: Character and Temperament Types*, 5th ed. (1984), pp. 3–4.

to others in group situations, and how we prefer to work at our jobs. Temperament can be adjusted, and an important feature of it is malleability. Indeed, temperament develops in life's experience and repeated preferential tests may vary somewhat over time according to the mood and outlook of the subject at the moment of testing. One is not confined forever in a temperamental prison: one's preferences always remain strong, but matching these with an understanding of what they mean can help us understand our reactions and those of others. For the purposes of the survey, a good definition of temperament is

... a moderation or unification of otherwise disparate forces, a tempering or concession of opposing influences, an overall coloration or tuning. ... One's temperament is that which places a signature ... on each of one's actions, making it recognizable as one's own.⁴

Temperament Typing and Types

Temperament typing is based on a widely accepted theory of personality. It is an applied science expressed through the use of standard tests which purport to expose a respondent's preferences in behaviour. Psychologists have refined these questionnaires to ensure that the results are repeatable. The Myers-Briggs type indicator (MBTI) and, to a lesser extent, the KTS are examples of these testing instruments. Temperament is an important factor in the workplace, and tests to describe it, especially the MBTI which is used extensively in human resource departments, are best administered by individuals trained in their application and interpretation. However, because the KTS is less complex, it can be used profitably by individuals as a self-test to locate their preferences within a scheme which classifies broad characteristics of behaviour.⁵ The Keirsey temperament typology is flexible, accommodating many nuances and differences – its aim is to describe temperament, not to define it. It is important to note that there is not one right type of temperament: the aim of all tests is to help subjects understand themselves and not to rank individuals according to a preferred or ideal temperament.⁶

4 Ibid., p. 27.

5 Individuals may take the test electronically at the Keirsey Web site <<http://www.keirsey.com>>.

6 Ann Pederson responded to many concerns expressed about temperament typing in "Understanding Ourselves and Others: Australian Archivists and Temperament," pp. 11–12. This paper resides at <<http://www.archivists.org.au/events/conf99/pederson.html>>. I provide some of these below. They were downloaded 2 February 2001.

(1) "Type research insults individuality.

Type results are not seeking to document or confine individuality; rather it offers a general vantage point from which people can develop a greater appreciation for richness

The KTS (like its MBTI counterpart) contrasts four exclusive traits or descriptors of behaviour that extend along a line where preferences can overlap, or be further divided or nuanced by combinations and qualifiers.

of difference. Types are intended as reference points, not cul-de-sacs, on the path to self-discovery.”

- (2) “Type descriptions are too vague and general.

Research indicates that most respondents can be duped if questionnaires are composed of “one size fits all” personality generalities known as Barnum Statements. However, neither the MBTI nor the Keirsey Temperament Sorter (KTS) uses these.”

- (3) “Type descriptions tend to accentuate the positive.

Research bears out that most respondents [83%] find the type descriptions to be balanced and “accurate” rather than overly positive.”

- (4) “Questionnaires only measure how people answer questionnaires, not how they behave in real life.

Evidence supports the view that type research provides reliable estimates of respondents [sic] self-concept, of the way they wish to be seen, of the way they really are OR of all three. Better results are obtained by having third party scrutiny and feedback of results.”

- (5) “Choices and behaviour can differ widely, depending upon circumstances and people involved. There are cases when I would have endorsed either alternative, depending on the situation and participants.

Research supports the view that type-linked attitudes and behaviours are consistent over time and that variations tend to occur in method or extent rather than in the essence of the behaviours. Situations do influence behaviour, particularly those that are constrained, one-off or unknown to the respondent. Obviously, the most valid results are obtained with questionnaires that “test” traits using several different, well-spaced pairs of alternatives.”

- (6) “Typing is just like astrology and about as reliable.

Type is similar in that both, done well and professionally, can be constructive tools for self-knowledge. However, the findings of type research have been validated in scientific tests, whilst astrology has failed similar experiments.”

- (7) “Type comes from the USA; therefore its use and findings are not generalisable to other countries and cultures.

It is true that there is always a degree of bias towards ethnicity and class in any research instrument. However, the adoption and use of the MBTI and KTS in many countries and cultures suggests that the bias can be managed. The Keirsey website offers Spanish and German versions of the KTS2 and the database currently consists of more than 4 million cyber respondents.”

- (8) “The personal and work persona split is a fallacy and invalidates the study.

Whilst it is true that this is a controversial area, ... this study focuses on how archivists behave and are perceived as professionals in the workplace. As long as respondents were vigilant and consistent in answering as “workers,” the results should have an internal consistency and may be reliably compared with other studies using the same proviso. ...”

First, the sorter establishes the subject's penchant to be an extrovert or introvert, type "E" or "I."⁷ Extroverts thrive on contacts, feedback and interaction with colleagues, and are strong in situations where thinking on your feet is required; however, they are not noted for exploring matters in depth. Introverts, by contrast, are private and need time alone. They are suited to exploring issues in depth but are not always at ease in groups and can delay in bringing matters to the stage of action.

Next, sensing is contrasted with intuition. This yields types "S" or "iN."⁸ The sensate is a practical person who deals in clear facts. Sensates are realistic but are not comfortable acting on hunches. They sometimes fail to see the much larger picture of which they are part. By contrast, iNtuitive persons revel in speculation and concepts at a general level. Their strength is the use of colleagues to brainstorm; however, they are not comfortable developing practical plans or being specific about details and actions.

The third pairing matches the judges with the perceivers. This establishes the distinction between the "Js," those who are decisive, and the "Ps," those who are more comfortable with keeping options open and are energized by the suspension of a final termination.⁹ The "J" person is decisive, controlling, and organized. However, the "J" person lacks flexibility. The "P" person is flexible and operates best in opportunistic mode. This person is spontaneous but appears also to be highly disorganized.

The final grouping pairs the opposites of thinking and feeling, or types "T" or "F."¹⁰ The thinking person is rational and objective in his/her work and

7 A good way to get a sense of the difference between the preferences in each profile is by pairing opposite words and expressions chosen in repeated testing. Cue words which establish the contrast between the Extrovert and Introvert are: "sociability versus (vs) territoriality; interaction vs concentration; external vs internal; breadth vs depth; extensive vs intensive; multiplicity of relationships vs limited relationships; expenditure of energies vs concentration of energies; interest in external events vs interest in internal reactions. See *Please Understand Me*, p. 25.

8 Cue words for distinguishing preferences of "S" or "iN" behaviour are: "realistic vs speculative; experience vs hunches; perspiration vs inspiration; down to earth vs head in clouds; practical vs ingenuity; sensible vs imaginative; fact vs fiction; utility vs fantasy; past vs future." See *Please Understand Me*, p. 25.

9 Cue words which sound good either to the "J" or to the "P" person are: "settled vs pending; decided vs gather more data; fixed vs flexible; plan ahead vs adapt as you go; run live vs let life happen; closure vs keep options open; planned vs open ended; decision making vs treasure hunting; completed vs emergent; decisive vs tentative; wrap it up vs something will turn up; urgency vs there is plenty of time; deadline vs what deadline; get the show on the road vs let's wait and see." See *Please Understand Me*, p. 25–26.

10 Cue words establishing the division between the "T" and the "F" person are: "objective vs subjective; policy vs social values; laws vs extenuating circumstances; justice vs humane; analysis vs sympathy; criterion vs intimacy; firmness vs persuasion; impersonal vs personal; categories vs harmony; standards vs good or bad; critique vs appreciate; allocation vs devotion." See *Please Understand Me*, p. 25.

is especially noted for being organized and critical. As a group, “thinkers” are not comfortable dealing with feelings and can seem to be aloof and detached. The feeling personality, by contrast, values harmony in work, especially in process and in outcomes. Type “F” persons are warm and but have difficulty dealing with conflict and achieving objectivity.

In each of the four types of personality or actor, there is ample room for strong, dominant traits or for weaker combinations. This flexibility in the sorter provides scope for the great variety of people and temperaments we experience and allows the broad generalities of the four main types of actor to be nuanced, on the next level, into pairs of dominant characteristics. These are the “SPs” or artisans, the “SJs” or guardians, the “NTs” or rationals, and the “NFs” or idealists. At the third level, these four groups are further differentiated into sixteen (16) temperamental types.¹¹

Temperament Typing of Archivists

My interest in the collective demographics of archivists and in their temperamental profile was shared by colleagues Ann Pederson and Charles Schultz.¹² Together, we wanted to determine, initially, whether archivists had traits in common which are not revealed either by reference to their skills and knowledge or by the attributes of their workplace – things such as attitudes, values, and temperamental preferences in work situations. Our belief is that all of these are important aspects of any picture of the profession. We know that archivists and archival managers value their colleagues and employees in ways not captured in a resumé of experience.¹³ Honesty, trustworthiness, and reliability are characteristics ranked at par with specific knowledge and skills. What good is someone’s knowledge of appraisal methods, for example, if the person is dishonest, perhaps unreliable, and difficult to deal with? Although no academic programme can teach temperament modification any more than it can guarantee a graduate’s honesty, we concluded that including the KTS would be a useful exercise for self-knowledge. We were further encouraged

11 A detailed narrative portrait of each of the sixteen types is provided in the appendix to *Please Understand Me*, pp. 167–207.

12 A comparison of the data from the three surveys will be presented in a joint paper to be published in 2001 in an international archive journal.

13 Anne Pederson and I conducted a straw poll of our audience at the SAA session “‘A’ is for Attitude” at the annual meeting of the Society of American Archivists in Chicago in 1997. The archivists in the audience, which included professionals and managers, identified personal characteristics they valued in their working relationships and ones they sought in their new employees. While no archivist would ever claim expertise as a psychologist or social therapist, there remains, nevertheless, key traits of character that archivists, as employers and colleagues, consider indispensable – and as potential employers we devise questions which are aimed at discovering the habit and temperament of prospective employees.

to administer a temperament sorter by trends in the workplace to favour task-specific organization over groups with a more fixed composition. The KTS would heighten awareness of temperament as a factor in the success of task-specific teams as well as suggest a way to view the capabilities of more stable and traditional organizational structures for work.

We chose the temperament sorter developed by David Keirsej because it is relatively simple for individuals to use for self study and it was affordable for the surveyors.¹⁴ The KTS describes a person's temperament by providing seventy (70) questions which probe preferences for acting in social and work situations. These choices are then scored to produce a profile of the respondent according to a temperament classification (**see table 5**). However, a temperament profile is clearly a more volatile characteristic than, say, gender or age. Mood and moment may affect the way a person responds, and results from the same person may differ over time. Despite these qualifications, we concluded that the sorter was worth administering to raise awareness of the effects of temperament on archival work, which is usually described either in terms of the skills and knowledge of the archivist or as part of the goals and tasks of an impersonal institution. The self-administered KTS comprised a separate document in the survey package. Respondents who used the sorter were asked to enter its results as "Part A" of the questionnaire.

The Temperament Types of Canadian Archivists

The survey was sent to 420 members of the ACA selected at random from the professional, honorary/life, student, and sustaining categories. We received responses from 302, or about 70% (71.90%). This strong return guarantees the reliability of the data and the picture it forms. Ninety-five people (22.62%) did not respond to the survey while twenty-three people (5.48%) declined to participate. More than two-thirds of the respondents fully completed Parts A and B (282/302 or 67.14%).¹⁵ This frequency varies when

14 Keirsej Temperament Sorter, [copyright] Keirsej, 1995. PN Boox, Box 2748, Del Mar, CA, 92014, USA. 800-754-0039.

15 The population for the Canadian survey was the membership of the ACA as of March 1998. At that time the total membership in all categories was 701. The universe for the survey was established by stripping the foreign, institutional, and general members from the list, giving 450 professional, student, honorary/life, and sustaining members. A sample of 420 was drawn randomly from the modified list.

The method followed the format recommended by Saland and Dillman for self-administered mail surveys. Each randomly selected person was sent an initial letter informing them of the survey and asking for their cooperation. About ten days later the survey package was sent. This included the questionnaire, a temperament sorter (KTS) purchased from the owners of the Keirsej copyright, a covering letter, and a stamped, addressed envelope to return the questionnaire. The letter explained the Canadian survey in the context of a partnership with

we focus on the detailed profiles of the 282 who responded to “Part A”; individuals whose profile either could not be classified unambiguously or was mixed are excluded from the tables below. In each case, a note provides the frequencies involved. Overall, the response indicates significant interest in the Canadian archival community about the current profile of the profession and gives a high level of confidence in making a generalization to the professional population at large.

TABLE 1: Percentage of Extroverts and Introverts in the ACA and World Population¹⁶

	ACA	World
Extrovert	51.6	52.12
Introvert	48.4	47.88

TABLE 2: Percentage of Sensates and iNtuitives in the ACA and World Population¹⁷

	ACA	World
Sensation	74.3	56.19
iNtuition	25.7	44.46

Canadian archivists are more extroverted than might have been expected (51.6%) but slightly less so than the cyber world population (CWP) (52.12%).

researchers in Australia and the United States and announced our intention of reporting results at the ACA annual meeting in Halifax in May 1998. Confidentiality of information was assured and the voluntary nature of participation was reiterated. A reminder was sent to those who did not respond and, following a further period, a second package was sent. Experts in the field find that the four-part mail survey achieves high rates of response and our experience bears out this conclusion.

16 The frequencies for the world population which has taken the KTS at the Keirsey Web site are provided at the <<http://www.keirsey.com>>. The number in January 2001 was 6,259,953. The ACA population was constructed by removing the twenty (20) who did not respond to “Part A” and the twenty-six (26) whose profile was mixed or unclassifiable. ACA population for Table 1 is 256.

17 The frequencies for the world population which has taken the KTS at the Keirsey Web site are located at <<http://www.keirsey.com>>. The number in January 2001 was 6,259,953. The ACA population was constructed by removing the twenty (20) who did not respond to “Part A” and the thirteen (13) whose profile was mixed or inconclusive. ACA population for Table 2 is 269.

Introverts comprise just over 48% of Canadian archivists while in the CWP they are just under that figure at 47.88%. It is remarkable that extroverts exceed introverts in the Canadian survey. This preliminary result certainly puts into question the stereotype of a reclusive and shy profession. Canadian archivists are also overwhelmingly sensates, or type “S” (74.3%) while a surprising 25.7% are strongly intuitive, or type “iN.” In comparison with the CWP population, it is clear that “Ss” are a larger proportion of Canadian archivists. As professionals, archivists are down-to-earth people who are comfortable with factual evidence and who subscribe, or, perhaps more accurately, understand its values. The iNtuitives or “iN” types are more focussed on larger possibilities and see patterns and combinations which are possible rather than actual.

TABLE 3: Percentage of Judgers and Perceivers in the ACA and World Population¹⁸

	ACA	World
Judging	91.8	66.61
Perceiving	8.2	33.39

The judging/perceiving, or “J”/“P” results of the survey show that an overwhelming 91% of Canadian archivists are comfortable making decisions. This result is, perhaps, expected considering the complex of incremental judgements that archivists make in appraisal, acquisition, and preservation activities. Compared to the CWP, where the division is 66% to 33%, the unusually strong apposition of “Js” to “Ps” in Canadian archivists (91%/9%) becomes even more pronounced.

TABLE 4: Percentage of Thinking and Feeling in the ACA and World Population¹⁹

	ACA	World
Thinking	55.6	40.19
Feeling	44.4	59.81

18 The frequencies for the world population which has taken the KTS at the Keirsey Web site are located at <<http://www.keirsey.com>>. The number in January 2001 was 6,259,953. The ACA population was constructed by removing the twenty (20) who did not respond to “Part A” and the three (3) whose profile was mixed or unclassifiable. ACA population for Table 3 is 279.

19 The frequencies for the world population which has taken the KTS at the Keirsey Web site

The survey indicates that over half of Canadian archivists are thinkers, or type “T” (55.6%), while less than half, or 44.4%, are type “F,” those whose feelings have a dominant place in their makeup. This breakdown of the archivists population is in direct contrast to the CWP where a larger proportion of respondents are type “F” (59.81%) as opposed to type “T” (40.19%). We may be reasonably confident that archivists weigh options impersonally, more often than not, on the basis of evidence. “F” type individuals are, by contrast, more comfortable making decisions based on values, which take into account human considerations and care for others. The strong showing of type “F” suggests that Canadian archivists have a more natural orientation to people than anecdotal evidence might indicate.

TABLE 5: Temperament Types in the ACA and World Population²⁰

	The Concrete			The Abstract	
	ACA	World		ACA	World
<i>Moralists</i>					
SJ-GUARDIANS	72.32	43.45	NF-IDEALISTS	11.61	30.16
ESTJ-Supervisor	15.18	11.01	ENFJ-Teacher	4.46	7.43
ISTJ-Inspector	24.11	10.58	INFJ-Counselor	3.13	7.32
ESFJ-Provider	19.64	12.19	ENFP-Champion	3.13	8.59
ISFJ-Protector	13.39	9.67	INFP-Healer	0.89	6.82
<i>Pragmatists</i>					
SP-ARTISANS	2.23	12.67	NT-RATIONALS	13.84	13.73
ESTP-Promoter	0.00	2.71	ENTJ-Fieldmarshal	5.80	3.17
ISTP-Crafter	0.89	2.17	INTJ-Mastermind	5.36	5.24
ESFP-Performer	1.34	4.80	ENTP-Inventor	0.89	2.22
ISFP-Composer	0.00	2.99	INTP-Architect	1.79	3.09

are located at <<http://www.keirsey.com>>. The number in January 2001 was 6,259,953. The ACA population was constructed by removing the twenty (20) who did not respond to “Part A” and the twenty-one (21) whose profile was mixed or unclassifiable. ACA population for Table 4 is 261.

20 The frequencies for the world population which has taken the KTS at the Keirsey Web site are located at <<http://www.keirsey.com>>. The number in January 2001 was 6,259,953. The ACA population was constructed by removing the twenty (20) who did not respond to “Part A” and the fifty-eight (58) who were inconclusive or unclassifiable. The ACA population for Table 5 is 282.

Rearranging scores into the four temperament types we find that Canadian archivists, collectively, are dominated by the “guardian” or SJ type of personality which unites sensing with judgement. The “rationals” are the second most common group, but at 13.84% of Canadian archivists, they are far behind the 72.32% who are most comfortable with behaviour characteristic of the “guardian.” The “idealist,” at 11.61% of the returns, is the third most populous group, while only 2.23% fall into the group of “artisan” personalities. Compared to the CWP, archivists have a smaller proportion of idealists. Overall, the profile of the archival profession may point to a systemic bias to favour “guardians.” Perhaps this is because of the demands of the profession generally or, more specifically, because certain behaviours are expected and rewarded in the institutions in which we work.

A further sorting of these preferences differentiates the “SJs” into supervisors, inspectors, providers, and protectors. All of these temperament types share the general guardian characteristics of being hardworking and reliable people. The guardians pay attention to detail, thrive in groups, are comfortable with procedures and making decisions, and are concerned with integrity in the world. Keirsey notes that “SJs” are conservators of society’s heritage.²¹ In the workplace, the SJ personality brings stability, order, and organization. A possible weakness of the “SJs” is that they tend to resist change. They are good complements to those who focus on people and who are, collectively, the “NF” personalities. The “SJs” are a larger proportion of Canadian archivists than they are of the CWP. The following are capsule portraits of each of the four types in the guardian or “SJ” group.

The inspectors, or type ISTJ (introvert, sensing, thinking, judges), are dependable, organized, and devoted to duty. They are honest and their word is their bond. They are dedicated and may be overlooked in the workplace because they work without flourishes. They are comfortable with complexity and detail, and work well in environments where decisions must be made and adhered to.²²

The providers, or type ESFJ (extrovert, sensing, feeling, judges), are highly sociable, idealize those they admire, and are energized by interactions with people. The providers are friendly to everyone and can, as a result, gloss over differences or sweep difficulties under the carpet. Providers are prone to assuming responsibility for what goes wrong at work and can, as a result, be seen to be melancholy. They can be pessimistic. The provider is devoted to duty and tends to see the usefulness of people.²³

The supervisors, or type ESTJ (extrovert, sensing, thinking, judges), are

21 Keirsey and Bates, *Please Understand Me*, pp. 44–47.

22 *Ibid.*, pp. 189–92.

23 *Ibid.*, pp. 192–94.

natural organizers who emphasize fairness through procedures. They are loyal to institution and community and are devoted to duty even when self-sacrifice is involved. ESTJs make decisions quickly, but in their speed they can seem to ride roughshod over opposition. ESTJs are comfortable with the demands and complexities of procedure. This can make them seem insensitive to the need for changes. They are naturally sympathetic to tradition and value ritual as a community bond. They generally are as they appear and build trust in their relationships easily.²⁴

The protectors, or type ISFJ (introvert, sensing, feeling, judges), are motivated by a desire to serve and carry with them a sense of the past and its traditions; they value continuity. They are tireless workers and are not prone to complaining. Irritation is more often turned inward as opposed to being expressed outwardly in groups or at work. ISFJs are dependable, yet relate well to all people because they have an understanding of their feelings. They enjoy work and are prone to assume extra responsibilities for employees rather than insisting that they do their own jobs. They are orderly, caring, and truly dependable.²⁵

Five other temperament types appeared in more than three per cent of archivists in Canada: the field marshal, the master planner, the teacher, the counselor, and the champion or advocate. The field marshalls, or type ENTJ (extrovert, intuitive, thinking, judges), are leaders with a need to control. They have a firm belief in their rightness. They are oriented to goals and will abandon procedure and tradition to accomplish these. As organizational leaders, the ENTJs have a vision of where they and the organization are going and have the ability to communicate that mission to others in the group. The master planner (sometimes referred to in the literature as the mastermind), or type INTJ (introvert, intuitive, thinking, judge), is self-confident, introspective, and focusses on the future, not on the past. This type is not deferential to authority of position or of power. The master planner uses logic, but of an intuitive kind, and is capable of seeing the consequences of applying ideas in organizations. The master planner is an independent thinker, confident of her/his ideas and methods.²⁶ The teachers, or type ENFJs (extrovert, intuitive, feeling, judges) are natural and self-confident leaders who value group cooperation. The counselors, or type INFL (introvert, intuitive, feeling, judges), are oriented to people, make decisions easily and although they are private people, they work well in organizations, positively contributing to its harmonious working. The advocate or champion, type ENFP (extrovert, intuitive, feeling, perceiver), are strongly oriented to their environment, being

24 Ibid., pp. 188–89.

25 Ibid., pp. 194–96.

26 Ibid., pp. 180–83.

accurate and penetrating observers. They bring an energy to organizing and seek new ways of doing things.²⁷ Only the field marshal and master planner are a larger proportion of the Canadian archivist population than they are of the CWP.

Conclusion

It would not be prudent to draw firm conclusions either from the data of one survey of temperament or from general comparison with a world population whose Canadian component is not known. Also, we need to understand the effect of other factors on establishing the population of archivists. For one thing, there is an inbuilt bias in selecting archivists which favours individuals who have university degrees and training. The selection processes which admit students to a university ensure that certain temperamental characteristics are favoured over others. The result of one self-administered test, while suggestive, is not always conclusive. Specialists acknowledge that results from the same person may differ somewhat from test to test depending on his or her mood or circumstance. Some people emphasize certain aspects of their personality in social situations and at home, while other aspects may stand out in the workplace. Although we specifically asked respondents to complete the profile as a working archivist, we would be more confident of the generalizability of the results if the sorter were administered to archivists on other occasions. Temperament in theory does not change, but, since it can only be indirectly observed in behaviour, determining a true temperament can be a process with many separate tests.²⁸

However, the results of this one exercise of temperament typing should alert us to the strong preferences individuals have in their dealings with others, in their workplace duties, and in their modes of achieving success. Each type is subject to different stresses and has preferred ways of being recognized as worthwhile and useful members of the group. Individual professionals, workplace supervisors, and executives of large organizations can derive practical knowledge from understanding temperament which cannot but help them to achieve their individual goals and those of the organization.

The four types of temperament and the sixteen actors which express aspects of them are, I think, important components of our picture of the profession. A temperament test gives us insight into the possible reasons for our preferred choices of behaviour. A greater understanding of the reason for our colleagues' predilections should open communications more generally. While an

27 *Ibid.*, pp. 167–75.

28 An illuminating discussion of the true self and its adapted and contextual variations is in Linda V. Berens, "Validating type – What is true type anyway?" downloaded 12 December 2000 from <<http://www.tri-network.com/articles/validatingtype/html>>.

understanding of the effects of temperament may be an intriguing addition to our view on the world, this knowledge is essential for a manager. If tests in the workplace are administered professionally and then used judiciously, they should help managers build complements whose balance of skill and temperament are designed to achieve the best archival products. Many organizations use temperament tests in human resources work: we should consider benefiting from their experiences. Temperament, at the very least, should be understood by all people with the responsibility for managing projects and supervising the work of others. Supervisors may be able to build better teams – especially where a project requires different strengths for its completion. We are also better able to see ourselves as temperamental allies, or not, of other professions with whom we work on common projects. Looking out from our institutions, Ann Pederson believes that understanding temperamental affinities or contrasts is important for archivists who are called upon to participate in debates on public issues which have an impact on our professional responsibilities.²⁹ Understanding temperament is surely a part of self-knowledge, and the more we have, the greater our ability to shape our own future.

29 Ann Pederson, "Understanding Ourselves and Others: Australian Archivists and Temperament," p. 12. This paper resides at <<http://www.archivists.org.au/events/conf99/pederson.html>> (last visited 15 January 2001).