

# Brains, Courage, Heart, and the Other

Using Temperament Theory to Reach Every Reviewer

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# The Challenge

Am I reaching my audience?

“We have carefully reviewed your request but regret that due to the many competing opportunities for charitable support, we will not be able to satisfy your request at this time.”

**Translation:** “No.”

# The Challenge

## Am I reaching my audience?

“Unfortunately, the Foundation is unable to fund your donation request. The board reviewed numerous requests this past meeting – comprising of over 1,000 requests annually – with 90% of the applying organizations with strong, well-deserving programs. It is impossible to fund all applications; forcing the board to make very difficult, and at times heart-breaking, decisions.”

**Translation:** “Sorry, no.”

# The Challenge

Am I reaching my audience?

“The applicant does not fully describe its capacity to track and report outcomes or its ability to collect and manage data to allow consistent, accurate, and expedient reporting.”

**Translation:** “Per Section 2, Subsection i, no.”

# The Challenge

Am I reaching my audience?

“Your application was reviewed and given an A rating. However, after serious debate and consideration, the Grant Review Board decided not to fund your proposal. We received over 1,000 applications...”

**Translation:** “Close, but no.”

# The Challenge

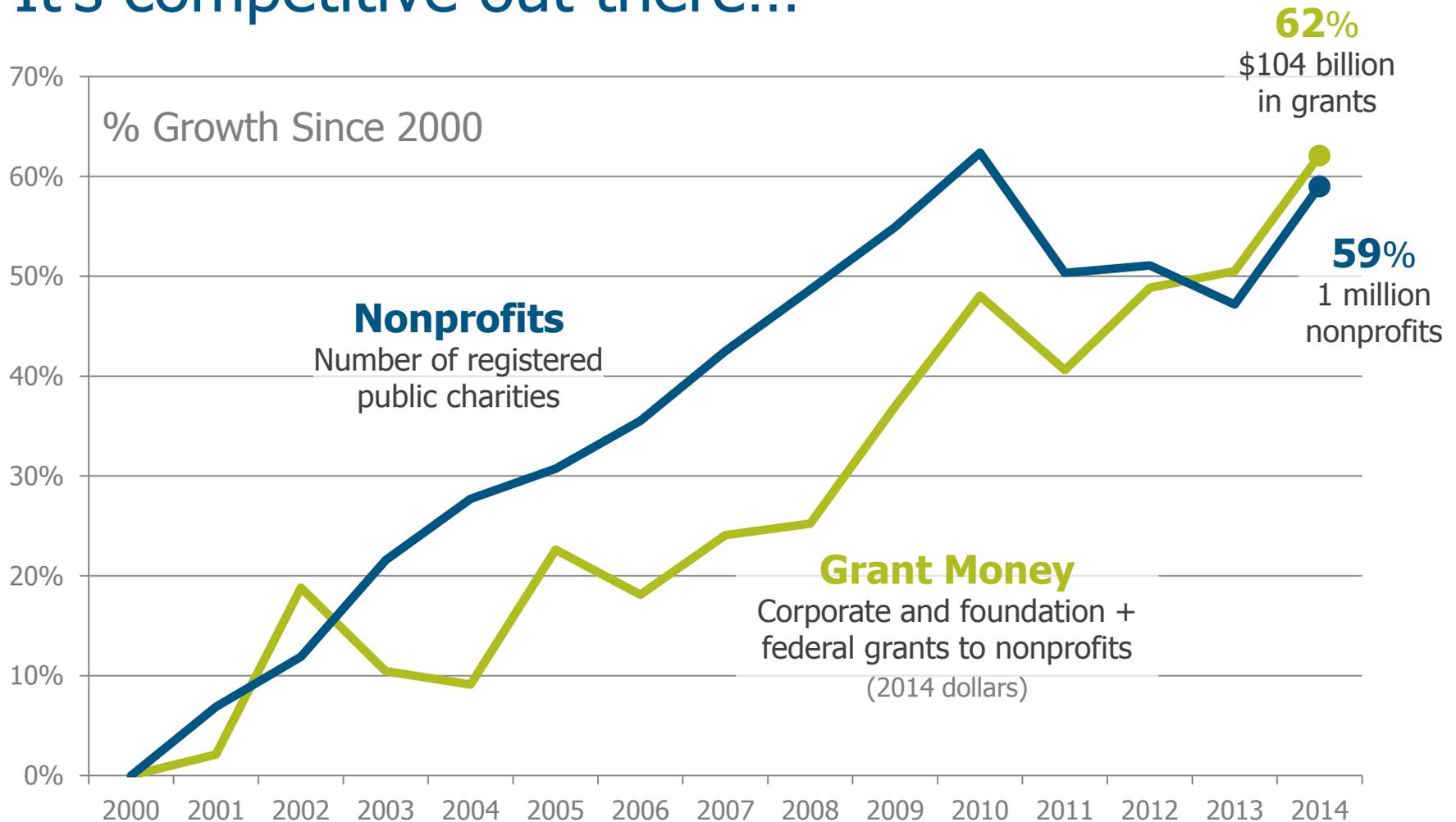
Am I reaching my audience?

“Your proposal was well presented. It was not denied because of a failure on your part.”

**Translation:** “It’s not you; it’s me.”

# The Challenge

It's competitive out there...



# The Challenge

Am I reaching my audience?

“Congratulations! Boys Town has been selected by the Foundation to receive a donation. An award packet containing an award letter, grant agreement, and stickers will be mailed to you.”

**Translation:** “Yes! You get a sticker!”

But what was it that worked?

# About Me

## Past 12 years of experience:

- Habitat for Humanity
- Goodwill Industries
- University of Nebraska at Omaha
- Boys Town
- Part-time teaching, magazine writing
- Prior experience and education in journalism

## Most important lesson:

- It sure helps to write things down.

## My goals:

- Be clear, concise, and compelling.

# The Goal for Today

Learn and complete this checklist:

- Brains
- Courage
- Heart
- \_\_\_\_\_

Hint:





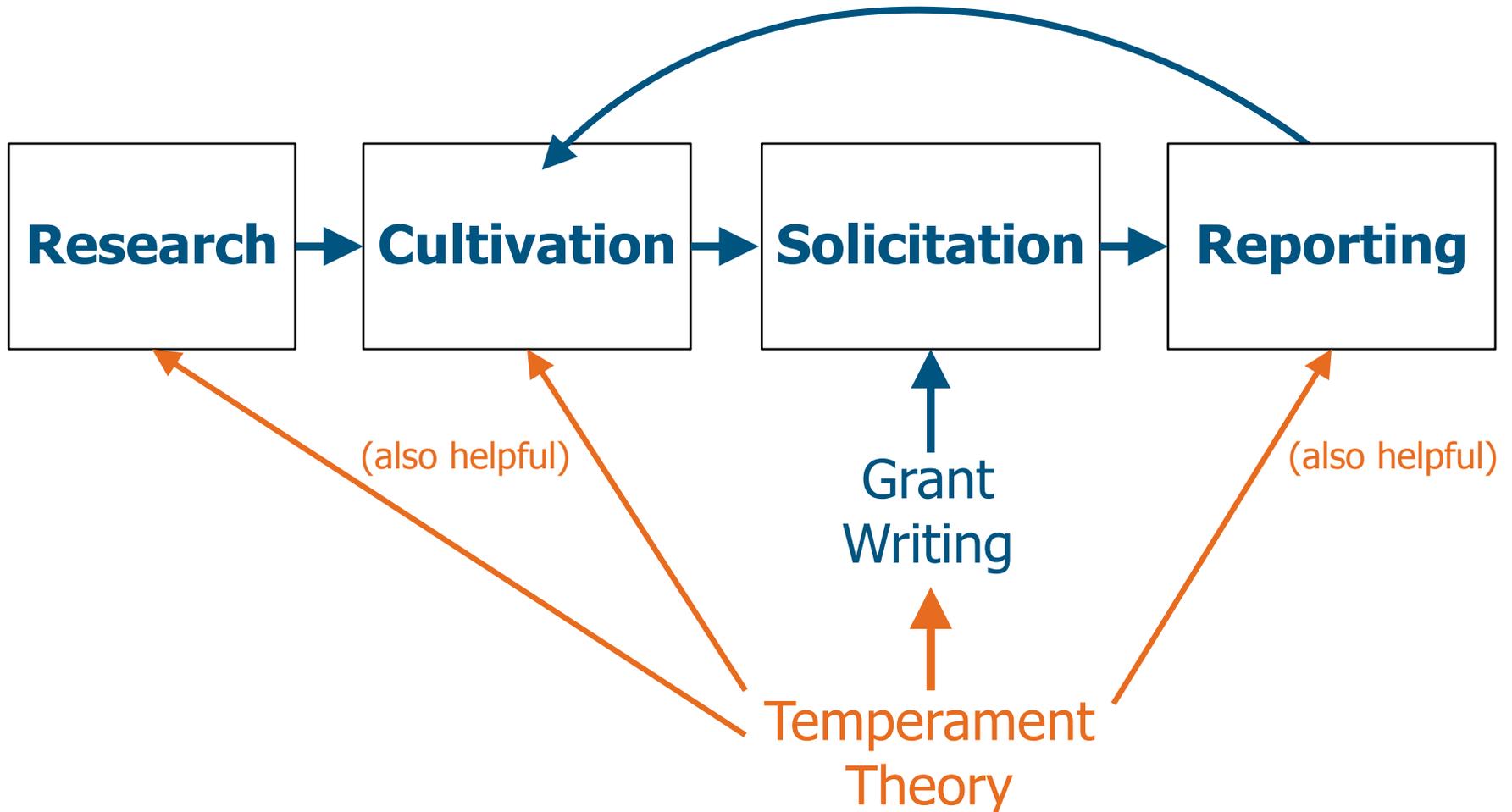
# Meeting the Challenge

Temperament Theory helps reach your specific audience or broaden your appeal.

Common mistakes	How Temperament Theory helps
<b>Copy and paste</b> (Not thinking about your readers at all)	<b>Be more intentional</b> (Forces you to think about your rhetoric)
<b>Group think</b> (Internal perspectives only)	<b>Seek insights</b> (Focus on your readers and ask questions)
<b>Oops</b> (Trying, but missing what the audience really wants)	<b>Get them right</b> (Better understand your readers, or reach a wider audience)

# Meeting the Challenge

Grant writing is just part of the process



# Crash Course in Temperament

Developed by David Keirsey (1921-2013)

- Sought to align all past attempts at personality typing
- Improvement and expansion of Myers-Briggs
- *Please Understand Me II*
- *Keirsey.com*

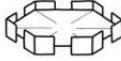
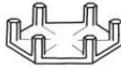
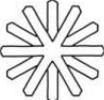
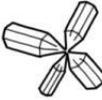
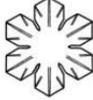
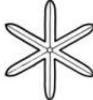
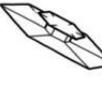
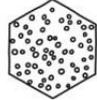
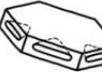
People can be sorted by personality

- Four basic personalities
- Each with four variants, for a total of 16 types
- The four basic personalities are helpful to us

# Crash Course in Temperament

People *are* like snowflakes.

But even unique things can be sorted into types.

 Simple Prisms	 Solid Columns	 Sheaths	 Scrolls on Plates	 Triangular Forms
 Hexagonal Plates	 Hollow Columns	 Cups	 Columns on Plates	 12-branched Stars
 Stellar Plates	 Bullet Rosettes	 Capped Columns	 Split Plates & Stars	 Radiating Plates
 Sectoried Plates	 Isolated Bullets	 Multiply Capped Columns	 Skeletal Forms	 Radiating Dendrites
 Simple Stars	 Simple Needles	 Capped Bullets	 Twin Columns	 Irregulars
 Stellar Dendrites	 Needle Clusters	 Double Plates	 Arrowhead Twins	 Rimed
 Fernlike Stellar Dendrites	 Crossed Needles	 Hollow Plates	 Crossed Plates	 Graupel

# Crash Course in Temperament

## The first cut: Concrete or Abstract?

- Think about how people speak
- Likes making plans or coming up with ideas?
- Seeks to accomplish or explore?
- Seeks to do or learn?

## The second cut: Cooperative or Utilitarian?

- Think about how people work with others
- Does the process matter, or just the outcome?
- Are partnering and inclusion important on their own?
- Ask for permission or forgiveness?

# Crash Course in Temperament

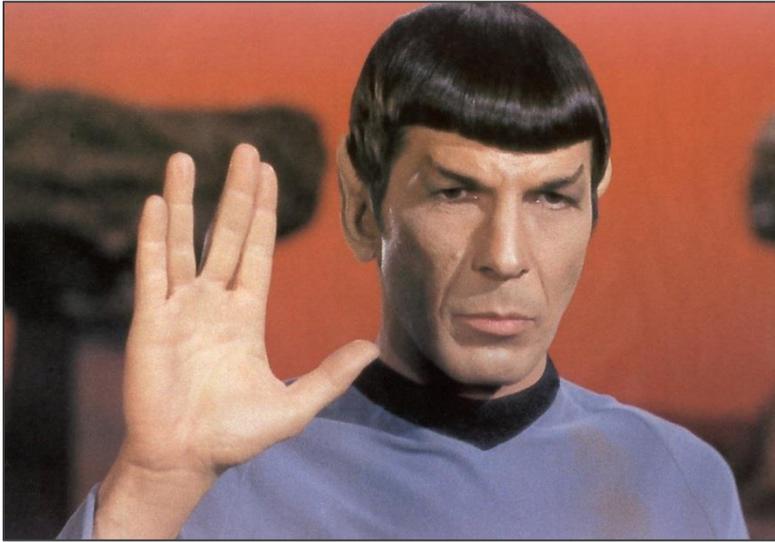
		How people think and communicate	
		Abstract	Concrete
How people work with others	Utilitarian	<b>Rationals</b> ☑ Brains	<b>Artisans</b> ☑ Courage
	Cooperative	<b>Idealists</b> ☑ Heart	<b>Guardians</b> ☑ _____

# Rationals

- Abstract Utilitarians
- Society's thinkers and architects
- Good at strategy
- Place trust in reason
- Persuaded by a logical appeal; wants to know your theory of change, your efficiency
- Doesn't want your stories or your gratitude

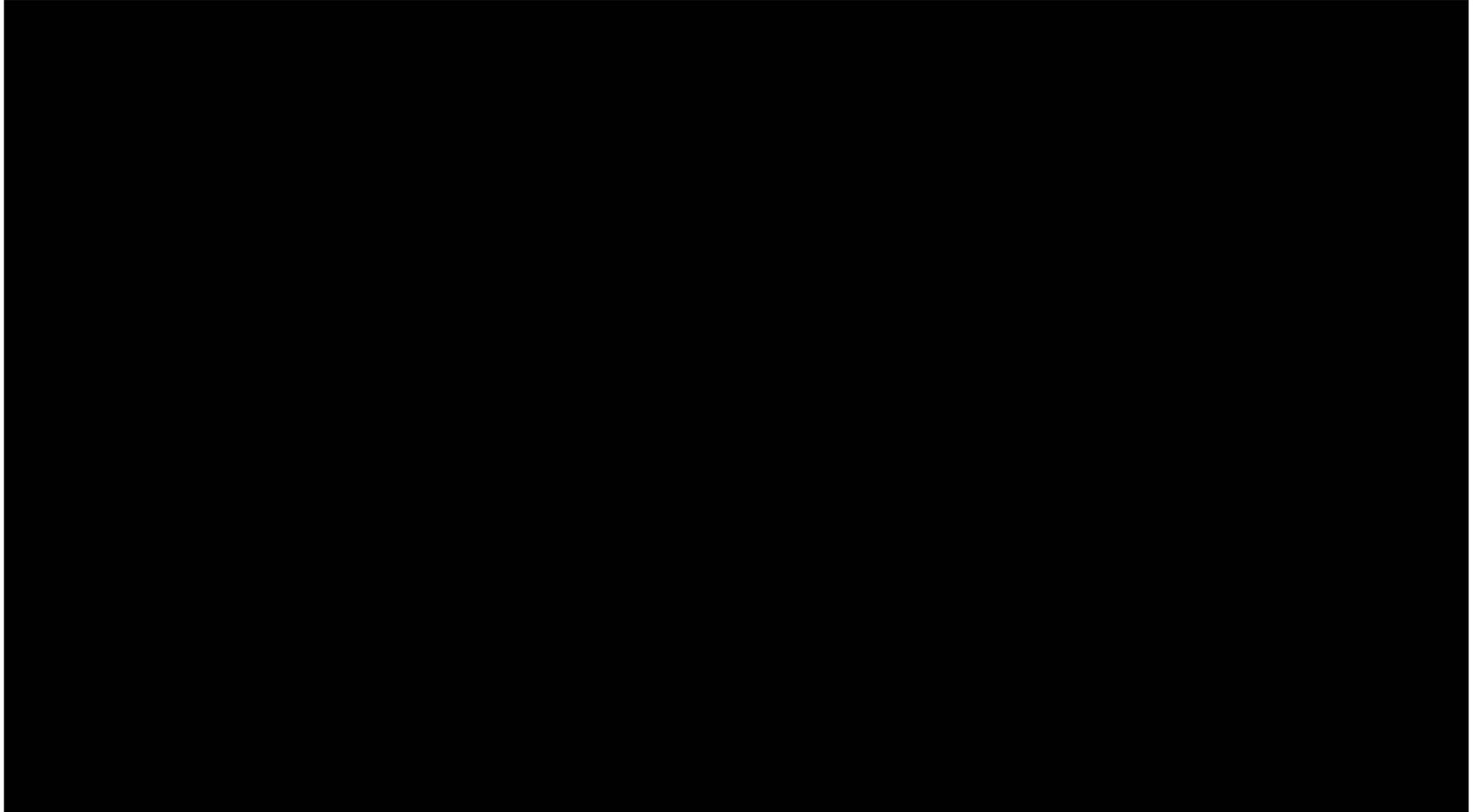
**Brains**

# Rational: Mr. Spock



- Science Officer, USS Starship Enterprise
- Part Vulcan
- Utterly logical
- “Fascinating.”

# Rational: Mr. Spock



Video source: <https://www.youtube.com/watch?v=EIOsLh8JNvE>

# Crash Course in Temperament

		How people think and communicate	
		Abstract	Concrete
How people work with others	Utilitarian	<b>Rationals</b> ☑ Brains	<b>Artisans</b> ☑ Courage
	Cooperative	<b>Idealists</b> ☑ Heart	<b>Guardians</b> ☑ _____

# Artisans

- Concrete Utilitarians
- Society's optimistic change agents
- Good at tactics
- Seeks to be bold and exciting
- Persuaded by bold plans to make real impact; wants to know about your technology
- Cares less about research or accreditation

**Courage**

# Artisan: Phil Dunphy



- Real Estate Agent and Cool Dad
- Competitive, confident, “a closer”
- Skilled on horseback and with a shotgun
- “Bring it on.”

# Artisan: Phil Dunphy



Video source: [http://abc.go.com/shows/modern-family/video/VDKA0\\_mjpghb0g](http://abc.go.com/shows/modern-family/video/VDKA0_mjpghb0g)

# Crash Course in Temperament

		How people think and communicate	
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	Cooperative	<b>Idealists</b> ☑ Heart	<b>Guardians</b> ☑ _____

# Idealists

- Abstract Cooperators
- Society's conscience
- Good at diplomacy
- Seeks to be authentic and enthusiastic
- Persuaded by an emotional appeal; wants to see that you are inclusive and collaborating
- Cares less about evidence

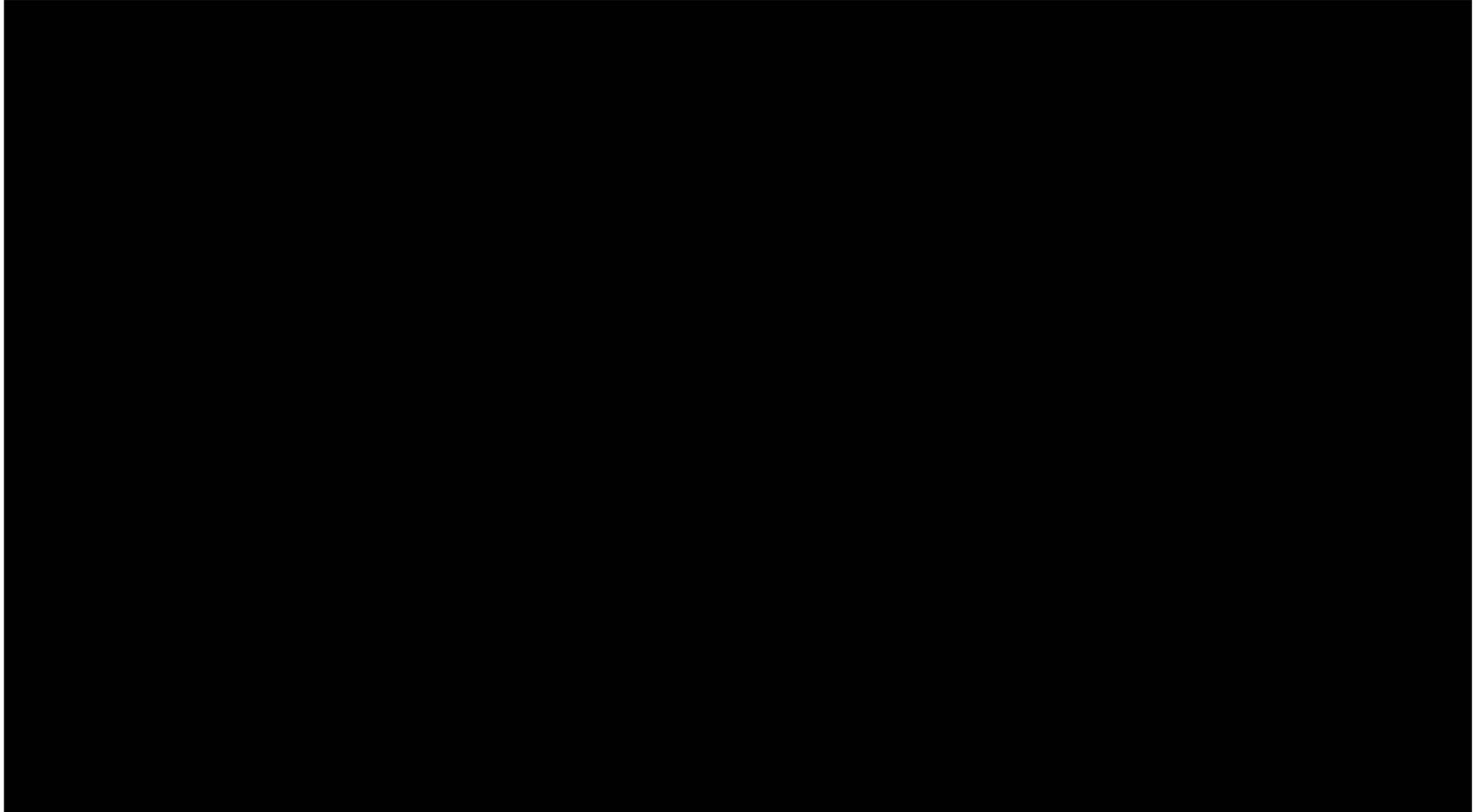
**Heart**

# Idealist: Phoebe Buffay



- Musician, Masseuse, and Friend
- Raised on the streets, little formal education
- Empathizes with the smelly cat
- “It’s not your fault.”

# Idealist: Phoebe Buffay



Video source: [https://www.youtube.com/watch?v=cXr2kF0zEgI&index=5&list=FLZOPKllqGE6rc\\_6PsgLy3A](https://www.youtube.com/watch?v=cXr2kF0zEgI&index=5&list=FLZOPKllqGE6rc_6PsgLy3A)

# Crash Course in Temperament

		How people think and communicate	
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# Guardians

- Concrete Cooperators
- Trustees of society's safety and welfare
- Good at logistics
- Place trust in authority
- Persuaded by your authority; wants to know who else has approved or endorsed
- Cares less about the theory



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# Guardian: Leslie Knope



- Public servant, the next Governor of Illinois
- Values tradition, rituals, the rules
- Good at getting the job done
- “Work hard at work worth doing.”

# Guardian: Leslie Knope



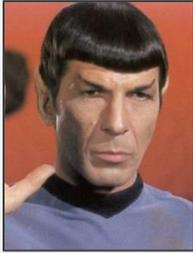
Video source: <https://youtu.be/ekpylgrh2U>

# Crash Course in Temperament

## Limitations and words of caution

- Typing someone is not easy!
- Everyone agrees: There are different personalities
- However, we disagree on:
  - The best system for organizing
  - Whether the tests are reliable
- Best when used as a tool to broaden your appeal
- You could use other systems similarly:
  - Myers-Briggs
  - Gallup StrengthsQuest
  - True Colors

# Crash Course in Temperament

		How people think and communicate	
		Abstract	Concrete
How people work with others	Utilitarian	 <p><b>Mr. Spock</b> (RATIONAL) "Fascinating."</p>	 <p><b>Phil Dunphy</b> (ARTISAN) "Bring it on."</p>
	Cooperative	 <p><b>Phoebe Buffay</b> (IDEALIST) "It's not your fault."</p>	 <p><b>Leslie Knope</b> (GUARDIAN) "Work hard at work worth doing."</p>

# Program: Boys Town Family Homes

		How people think and communicate	
		Abstract	Concrete
How people work with others	Utilitarian	<p><b>Mr. Spock</b> (RATIONAL)</p> <ul style="list-style-type: none"> <li>Adaptation of the research-based Teaching-Family Model.</li> <li>Uses model fidelity instrument.</li> <li>Solid 16-year follow-up outcomes.</li> <li>Cite research bibliography.</li> </ul>	<p><b>Phil Dunphy</b> (ARTISAN)</p> <ul style="list-style-type: none"> <li>A “whatever it takes” approach.</li> <li>Intensive and life-changing.</li> <li>Kids face long odds; must overcome past trauma and get caught up.</li> <li>Kids get help with homework, play sports, join band, and go fishing.</li> </ul>
	Cooperative	<p><b>Phoebe Buffay</b> (IDEALIST)</p> <ul style="list-style-type: none"> <li>Relationships change lives.</li> <li>Behavioral and relationship issues are understandable.</li> <li>All children deserve a family’s love.</li> <li>Partner with schools</li> <li>Work with parents when possible for safe family reunification.</li> </ul>	<p><b>Leslie Knope</b> (GUARDIAN)</p> <ul style="list-style-type: none"> <li>Taking responsibility for the safety of children, like Fr. Flanagan.</li> <li>House parents model good moral character.</li> <li>Accredited by COA, rated by OJJDP</li> <li>Kids make a commitment</li> <li>Also funded by...</li> </ul>

Program or project: \_\_\_\_\_

		How people think and communicate	
		Abstract	Concrete
How people work with others	Utilitarian	<b>Mr. Spock</b> (RATIONAL)	<b>Phil Dunphy</b> (ARTISAN)
	Cooperative	<b>Phoebe Buffay</b> (IDEALIST)	<b>Leslie Knope</b> (GUARDIAN)

# Our Goal for Today

Complete this checklist:

- Brains
- Courage
- Heart
- \_\_\_\_\_

Hint:





**Brains**

**Courage**

**?**

**Heart**

# Sources and Credits

## **Growth in Nonprofits and Grant Funding Chart (slide 7):**

- *Giving USA*, The Giving Institute
- *USAspending.gov*, U.S. Department of Treasury
- National Center for Charitable Statistics, The Urban Institute

## **Temperament Theory (slides 14-33):**

- *Please Understand Me II: Temperament, Character, Intelligence*, by David Keirsey (1998) (ISBN: 978-1885705020).
- *Please Understand Me: Character and Temperament Types*, by David Keirsey and Marilyn Bates (1984) (ISBN: 978-0960695409).
- Additional, up-to-date resources found at *Keirsey.com*

**Wizard of Oz images (slides 10, 11, 34, 35):** *The Wizard of Oz*, Metro-Goldwyn-Mayer (MGM), Warner Bros. Pictures

**Mr. Spock image and video (slides 19, 20, 31):** *Star Trek*, Paramount Television, Paramount Home Entertainment

**Phil Dunphy image and video (slides 22, 23, 31):** *Modern Family*, American Broadcasting Company (ABC)

**Phoebe Buffay image and video (slides 25, 26, 31):** *Friends*, National Broadcasting Company (NBC)

**Leslie Knope image and video (slides 28, 29, 31):** *Parks and Recreation*, National Broadcasting Company (NBC)