Brains, Courage, Heart, and the Other
Using Temperament Theory to Reach Every Reviewer

Shane Pekny
NOVEMBER 12, 2015
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...

% Growth Since 2000

Nonprofits
Number of registered public charities

Grant Money
Corporate and foundation + federal grants to nonprofits (2014 dollars)

62%
$104 billion in grants

59%
1 million nonprofits

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.

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

Grant writing is just part of the process

Research → Cultivation → Solicitation → Reporting

(Grant Writing) (Temperament Theory)

(also helpful)
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.

<table>
<thead>
<tr>
<th>Simple Prisms</th>
<th>Solid Columns</th>
<th>Sheaths</th>
<th>Scrolls on Plates</th>
<th>Triangular Forms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hexagonal Plates</td>
<td>Hollow Columns</td>
<td>Cups</td>
<td>Columns on Plates</td>
<td>12-branched Stars</td>
</tr>
<tr>
<td>Stellar Plates</td>
<td>Bullet Rosettes</td>
<td>Capped Columns</td>
<td>Split Plates &amp; Stars</td>
<td>Radiating Plates</td>
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<td>Sectored Plates</td>
<td>Isolated Bullets</td>
<td>Multiply Capped Columns</td>
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<td>Radiating Dendrites</td>
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<td>Simple Stars</td>
<td>Simple Needles</td>
<td>Capped Bullets</td>
<td>Twin Columns</td>
<td>Irregulars</td>
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<td>Stellar Dendrites</td>
<td>Needle Clusters</td>
<td>Double Plates</td>
<td>Arrowhead Twins</td>
<td>Rimed</td>
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Types of Snowflakes ... SnowCrystals.com
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

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**Types of Temperament:**
- **Rationals**
  - Brains
- **Artisans**
  - Courage
- **Idealists**
  - Heart
- **Guardians**
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

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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.”
## Crash Course in Temperament

### How people think and communicate

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<td>☑ Heart</td>
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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
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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

☑️ ____________________
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/ekpylglrh2U
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

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# Program: Boys Town Family Homes

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<tr>
<td>Mr. Spock (RATIONAL)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Adaptation of the research-based Teaching-Family Model.</td>
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<td></td>
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<tr>
<td>• Uses model fidelity instrument.</td>
<td></td>
<td></td>
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<tr>
<td>• Solid 16-year follow-up outcomes.</td>
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<td></td>
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<tr>
<td>• Cite research bibliography.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ARTISAN</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phil Dunphy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• A “whatever it takes” approach.</td>
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<tr>
<td>• Intensive and life-changing.</td>
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<tr>
<td>• Kids face long odds; must overcome past trauma and get caught up.</td>
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<td></td>
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<tr>
<td>• Kids get help with homework, play sports, join band, and go fishing.</td>
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<td></td>
</tr>
<tr>
<td><strong>IDEALIST</strong></td>
<td></td>
<td></td>
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<tr>
<td>Phoebe Buffay</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Relationships change lives.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Behavioral and relationship issues are understandable.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• All children deserve a family’s love.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Partner with schools</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Work with parents when possible for safe family reunification.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GUARDIAN</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leslie Knope</td>
<td></td>
<td></td>
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<tr>
<td>• Taking responsibility for the safety of children, like Fr. Flanagan.</td>
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<td></td>
</tr>
<tr>
<td>• House parents model good moral character.</td>
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<tr>
<td>• Accredited by COA, rated by OJJDP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Kids make a commitment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Also funded by...</td>
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Our Goal for Today

Complete this checklist:

- Brains
- Courage
- Heart
- ____________

Hint:
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):
• Additional, up-to-date resources found at Keirsey.com

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