



ENTJ

Extraverted Intuitive Thinking Judging

The *Myers-Briggs Type Indicator*® (MBTI®), based on Jung's theory of psychological type, reports your preferences on four scales. Each scale represents two opposite preferences. The four letters that make up your type can help you understand yourself and your interactions with others.

Your type is the combination of preferences you chose when you answered the MBTI. It is up to you to decide what type you truly are, since only you know your true preferences. The scores on the MBTI indicate clarity of preference, not strength or ability to perform in the various areas. All of us use all of the functions at different times; your type indicates those functions you prefer to use most often.

There are no "good" or "bad" types. All types contribute special gifts to the world. Knowing your type can help you understand and develop both your most and least preferred functions, as well as help you understand and work with other people.

The information presented in this booklet was derived from various MBTI sources: the MBTI Manual by Isabel Myers and Mary McCaulley, *Introduction to Type* by Isabel Myers, *Introduction to Type in Organizations* by Sandra Hirsh and Jean Kummerow, and *Work, Play, and Type* by Judith Provost. CPP would like to thank these authors for their invaluable contributions to the world of type.

Useful Resources:

Gifts Differing (1980) by Isabel Briggs Myers with Peter Myers

The Inner Image (1990) by William Yabroff

LIFETypes (1989) by Sandra Hirsh and Jean Kummerow

Manual: A Guide to the Development and Use of the Myers-Briggs Type Indicator (1985) by Isabel Briggs Myers and Mary McCaulley

Portraits of Type (1991) by Avril Thorne and Harrison Gough

Work, Play, and Type (1990) by Judith Provost

E Extraversion

People who prefer Extraversion tend to focus on the outer world of people and things.

S Sensing

People who prefer Sensing tend to focus on the present and on concrete information gained from their senses.

T Thinking

People who prefer Thinking tend to base their decisions on logic and on objective analysis of cause and effect.

J Judgment

People who prefer Judgment tend to like a planned and organized approach to life and prefer to have things settled.

I Introversion

People who prefer Introversion tend to focus on the inner world of ideas and impressions.

N iNtuition

People who prefer Intuition tend to focus on the future, with a view toward patterns and possibilities.

F Feeling

People who prefer Feeling tend to base their decisions primarily on values and on subjective evaluation of person-centered concerns.

P Perception

People who prefer Perception tend to like a flexible and spontaneous approach to life and prefer to keep their options open.

Description of an ENTJ

ENTJ people use their thinking to run as much of the world as may be theirs to run. They enjoy executive action and long-range planning. Reliance on thinking makes them logical, analytical, objectively critical, and not likely to be convinced by anything but reasoning. They tend to focus on the ideas, not the person behind the ideas.

They like to think ahead, organize plans, situations, and operations related to a project, and make a systematic effort to reach their objectives on schedule. They have little patience with confusion or inefficiency, and can be tough when the situation calls for toughness.

They think conduct should be ruled by logic, and govern their own behavior accordingly. They live by a definite set of rules that embody their basic judgments about the world. Any change in their ways requires a deliberate change in their rules.

They are mainly interested in seeing the possibilities beyond what is present, obvious, or known. Intuition heightens their intellectual interest, curiosity for new ideas, tolerance for theory, and taste for complex problems.

ENTJs are seldom content in jobs that make no demand upon their intuition. They are stimulated by problems and are often found in executive jobs where they can find and implement new solutions. Because their interest is in the big picture, they may overlook the importance of certain details. Since ENTJs tend to team up with like-minded intuitives who may also underestimate the realities of a situation, they usually need a person around with good common sense to bring up overlooked facts and take care of important details.

Like the other decisive types, ENTJs run the risk of deciding too quickly before they have fully examined the situation. They need to stop and listen to the other person's viewpoint, especially with people who are not in a position to talk back. This is seldom easy for them, but *if* they do not take time to understand, they may judge too quickly, without enough facts or enough regard for what other people think or feel.

ENTJs *may* need to work at taking feeling values into account. Relying so much on their logical approach, they may overlook feeling values—what they care about and what other people care about. If feeling

values are ignored too much, they may build up pressure and find expression in inappropriate ways. Although ENTJs are naturally good at seeing what is illogical and inconsistent, they may need to develop the art of appreciation. One positive way to exercise their feeling is through appreciation of other people's merits and ideas. ENTJs who learn to make it a rule to mention what they like, not merely what needs correcting, find the results worthwhile both in their work and in their private lives.

Leisure Activities of an ENTJ

ENTJs may be hearty, outgoing leaders in many activities, organizing a group of friends or their community. Play is usually possible for them only after they feel that their work is finished. They usually enjoy parties and competitive sports. Other options are: attending sporting events in which they can mix business with pleasure, such as golf with clients or associates.

Descriptive Adjectives of Your Type

challenging	fair	straightforward
controlled	logical	strategic
critical	objective	theoretical
decisive	planful	tough

Personal Strengths of Your Type

E	Breadth of interests
N	Grasp of possibilities
T	Logic and analysis
J	Organization

Dynamics of Your Type

Dominant function	Thinking
Secondary function	Intuition
Tertiary function	Sensing
Least preferred function	Feeling

Organizational Preferences of an ENTJ

ENTJs are logical, organized, structured, objective, and decisive about what they view as conceptually valid.

Contributions to the Organization

- Develop well-thought-out plans
- Provide structure to the organization
- Design strategies which work toward broad goals
- Take charge quickly
- Deal directly with problems caused by confusion and inefficiency

Leadership Style

- Take an action-oriented energetic approach
- Provide long-range vision to the organization
- Manage directly and are tough when necessary
- Enjoy complex problems
- Run as much of the organization as possible

Preferred Work Environment

- Contains results-oriented, independent people focused on solving complex problems
- Goal-oriented
- Efficient systems and people
- Challenging
- Rewards decisiveness
- Includes tough-minded people
- Structured

Potential Pitfalls

- May overlook people's needs in their focus on the task
- May overlook practical considerations and constraints
- May decide too quickly and appear impatient and domineering
- May ignore and suppress their own feelings

Problem-solving Approach

- Examine the logical consequences
- Generate all the possibilities
- Gather all the facts
- Consider the impact on others

Suggestions for Development

- May need to factor in the human element and appreciate others' contributions
- May need to check the practical, personal, and situational resources available before plunging ahead
- May need to take time to reflect and consider all sides before deciding
- May need to learn to identify and value feelings

Characteristics Frequently Associated with Each Type

Sensing Types

Intuitive Types

<p>ISTJ Serious, quiet, earn success by concentration and thoroughness. Practical, orderly, matter-of-fact, logical, realistic, and dependable. See to it that everything is well organized. Take responsibility. Make up their own minds as to what should be accomplished and work toward it steadily, regardless of protests or distractions.</p>	<p>ISFJ Quiet, friendly, responsible, and conscientious. Work devotedly to meet their obligations. Lend stability to any project or group. Thorough and painstaking, accurate. Their interests are usually not technical. Can be patient with necessary details. Loyal, considerate, perceptive, concerned with how other people feel.</p>	<p>INFJ Succeed by perseverance, originality, and desire to do whatever is needed or wanted. Put their best efforts into their work. Quietly forceful, conscientious, concerned for others. Respected for their firm principles. Likely to be honored and followed for their clear convictions as to how best to serve the common good.</p>	<p>INTJ Usually have original minds and great drive for their own ideas and purposes. In fields that appeal to them, they have a fine power to organize a job and carry it through with or without help. Skeptical, critical, independent, determined, sometimes stubborn. Must learn to yield less important points in order to win the most important.</p>
<p>ISTP Cool onlookers—quiet, reserved, observing and analyzing life with detached curiosity and unexpected flashes of original humor. Usually interested in cause and effect, how and why mechanical things work, and in organizing facts using logical principles.</p>	<p>ISFP Retiring, quietly friendly, sensitive, kind, modest about their abilities. Shun disagreements, do not force their opinions or values on others. Usually do not care to lead but are often loyal followers. Often relaxed about getting things done because they enjoy the present moment and do not want to spoil it by undue haste or exertion.</p>	<p>INFP Full of enthusiasms and loyalties, but seldom talk of these until they know you well. Care about learning, ideas, language, and independent projects of their own. Tend to undertake too much, then somehow get it done. Friendly, but often too absorbed in what they are doing to be sociable. Little concerned with possessions or physical surroundings.</p>	<p>INTP Quiet and reserved. Especially enjoy theoretical or scientific pursuits. Like solving problems with logic and analysis. Usually interested mainly in ideas, with little liking for parties or small talk. Tend to have sharply defined interests. Need careers where some strong interest can be used and useful.</p>
<p>ESTP Good at on-the-spot problem solving. Do not worry, enjoy whatever comes along. Tend to like mechanical things and sports, with friends on the side. Adaptable, tolerant, generally conservative in values. Dislike long explanations. Are best with real things that can be worked, handled, taken apart, or put together.</p>	<p>ESFP Outgoing, easygoing, accepting, friendly, enjoy everything and make things more fun for others by their enjoyment. Like sports and making things happen. Know what's going on and join in eagerly. Find remembering facts easier than mastering theories. Are best in situations that need sound common sense and practical ability with people as well as with things.</p>	<p>ENFP Warmly enthusiastic, high-spirited, ingenious, imaginative. Able to do almost anything that interests them. Quick with a solution for any difficulty and ready to help anyone with a problem. Often rely on their ability to improvise instead of preparing in advance. Can usually find compelling reasons for whatever they want.</p>	<p>ENTP Quick, ingenious, good at many things. Stimulating company, alert and outspoken. May argue for fun on either side of a question. Resourceful in solving new and challenging problems, but may neglect routine assignments. Apt to turn to one new interest after another. Skillful in finding logical reasons for what they want.</p>
<p>ESTJ Practical, realistic, matter-of-fact, with a natural head for business or mechanics. Not interested in subjects they see no use for, but can apply themselves when necessary. Like to organize and run activities. May make good administrators, especially if they remember to consider others' feelings and points of view.</p>	<p>ESFJ Warm-hearted, talkative, popular, conscientious, born cooperators, active committee members. Need harmony and may be good at creating it. Always doing something nice for someone. Work best with encouragement and praise. Main interest is in things that directly and visibly affect people's lives.</p>	<p>ENFJ Responsive and responsible. Generally feel real concern for what others think or want, and try to handle things with due regard for the other person's feelings. Can present a proposal or lead a group discussion with ease and tact. Sociable, popular, sympathetic. Responsive to praise and criticism.</p>	<p>ENTJ Hearty, frank, decisive, leaders in activities. Usually good in anything that requires reasoning and intelligent talk, such as public speaking. Are usually well-informed and enjoy adding to their fund of knowledge. May sometimes appear more positive and confident than their experience in an area warrants.</p>

Introverts

Extraverts