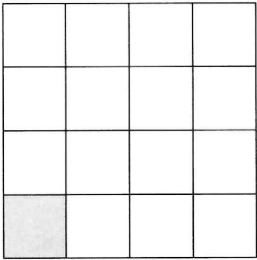


ESTJ

Dominant Extraverted Thinking Auxiliary Introverted Sensing



ESTJs are logical, orderly, and decisive. They readily support or create structures, schedules, and systems to achieve the tasks required of them and will, if allowed, do the same for others.

Changing environments stimulate ESTJs to create a new order and system. They strongly dislike inefficiency and waste, and they will focus on organizing people and resources as quickly as possible. They are good at including necessary details and at dealing with practical and realistic problems. They are oriented toward quick action and bottom-line results. This may lead them to structure and plan the situation too quickly and their practical orientation may make it hard for them to see possibilities different from their experience.

When They Have to Deal with Losses

ESTJs contribute by:

- Accepting losses if they are reasonable
- Getting things done
- Covering all the bases, leaving no loose ends
- Bringing closure to what is ending
- Letting go of the past

ESTJs have difficulty with:

- Remembering to take emotions into account
- Being patient—waiting for others to catch up
- Ambiguity and lack of clarity
- People who are having a hard time letting go
- Incompetence

During the Transition Period

ESTJs report the following reactions:

- Want to get started, “just do it”
- Want goals and a time frame—organization!
- Need to be informed and updated constantly
- Are impatient—seldom see the need for a transition period

ESTJs tend to focus on:

- Continually looking for and building structure
- Details and the end result
- What is needed to move ahead
- Marshaling resources
- Their own role, possible benefits of the change

During the Startup Phase

ESTJs report the following as obstacles to starting:

- No plan in place
- The politics of the issues
- Being expected to deal with things other than their own tasks and responsibilities
- People who are not ready to move on
- Others who “drop the ball”—do not fulfill their responsibilities

ESTJs contribute by:

- Being dependable and thorough
- Providing the plan and structure
- Pushing to get going
- Being direct and honest
- Getting things done

What ESTJs need during a time of change:

- To know the who, what, when, where, and why
- To understand the purpose of the change—to be given the logic and data for it
- Opportunities to plan what actions need to be taken and then be able to take them
- Commitment and accountability from everyone
- To have access to necessary resources
- To just do it!

What ESTJs report when not supported in a time of change:

- May become critical and judgmental of others
- Make decisions, cut off options too soon
- Become very vocal, telling others what they should be doing—can become bossy
- Have little patience for the feelings of others