



ESTJ

Extraverted Sensing 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.

I Introversion

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

S Sensing

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

N iNtuition

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

T Thinking

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

F Feeling

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

J Judgment

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

P Perception

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

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Description of an ESTJ

ESTJ people use their thinking to run as much of the world as may be theirs to run. They like to organize projects and then act to get things done. 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 job, not the people behind the job.

They like to organize facts, 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 more interested in seeing present realities than future possibilities. This makes them matter-of-fact, practical, realistic, and concerned with the here-and-now. They use past experience to help them solve problems and want to be sure that ideas, plans, and decisions are based on solid fact.

They like jobs where the results of their work are immediate, visible, and tangible. They have a natural bent for business, industry, production, and construction. They enjoy administration, where they can set goals, make decisions, and give the necessary orders. Getting things done is their strong suit.

Like the other decisive types, ESTJs 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.

ESTJs *may* need to work at taking feeling values into account. They may rely so much on their logical approach that they 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 ESTJs 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 to appreciate other people's merits and ideas. ESTJs who 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 ESTJ

Since these individuals tend to be practical realists, they often choose activities with productive outcomes, such as tinkering at home or building a greenhouse. They may enjoy taking the initiative to organize and run things, so community organizations or volunteer activities are good leisure possibilities for them. Their interest in nature tends toward identifying and categorizing natural phenomena; they are less interested in physical activity for its own sake than are some other types. They may enjoy taking up a structured sport, such as golf, especially if they can combine it with work-related social activities.

Descriptive Adjectives of Your Type

conscientious	impersonal	practical
decisive	logical	responsible
direct	objective	structured
efficient	organized	systematic

Personal Strengths of Your Type

E	Breadth of interests
S	Reliance on facts
T	Logic and analysis
J	Organization

Dynamics of Your Type

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

Organizational Preferences of an ESTJ

ESTJs are logical, analytical, decisive, and tough-minded and are able to organize facts and operations well in advance.

Contributions to the Organization

- See flaws in advance
- Critique programs in a logical way
- Organize the process, product, and people
- Monitor to see if the job is done
- Follow through in a step-by-step way

Leadership Style

- Seek leadership directly and take charge quickly
- Apply and adapt past experiences to solve problems
- Crisp and direct at getting to the core of the situation
- Quick to decide
- Act as traditional leaders who respect the hierarchy

Preferred Work Environment

- Contains hard-working people focused on getting the job done correctly
- Task-oriented
- Organized
- Structured
- Provides stability and predictability
- Focused on efficiency
- Rewards meeting goals

Potential Pitfalls

- May decide too quickly
- May not see the need for change
- May overlook the niceties in working to get the job done
- May be overtaken by their feelings and values if they ignore them for too long

Problem-solving Approach

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

Suggestions for Development

- May need to consider all sides before deciding, including factoring in the human element
- May need to prod themselves to look at the benefits of change
- May need to make a special effort to show appreciation of others
- May need to take time to reflect and identify their feelings and values

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 than their experience in an area warrants.</p>

Introverts

Extroverts