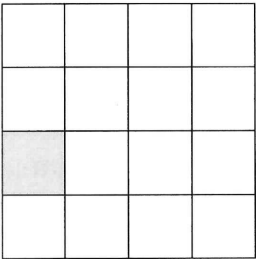


ESTP

Dominant Extraverted Sensing Auxiliary Introverted Thinking



ESTPs focus on their immediate environment and are acute observers of what is going on around them. They are stimulated by variety and activity, and they love doing things with people.

Change is exciting and challenging to ESTPs, who are practical, problem solvers. What is uninteresting to them are theories, long-range plans, tight structures, and careful time lines. ESTPs are resourceful troubleshooters with realistic problems, and they learn best by plunging in and interacting with their environment. Their strength is in doing what is immediately doable, and they include others in the process. However, until they can see the new environment and begin acting in it, they can feel out of their element.

When They Have to Deal with Losses

ESTPs contribute by:

- Giving a rationale for what is going on
- Looking forward rather than back—letting go of the past
- Adapting and functioning quickly after change
- Talking about it

ESTPs have difficulty with:

- Dealing with others' feelings
- Being pushed out of their "comfort zone"
- People who drag their feet
- People who want to plan and schedule everything before moving on

During the Transition Period

ESTPs report the following reactions:

- Withdraw and interact less
- Seek out people of the same type (or those with common interests) and establish relationships
- Become frustrated when there's nothing happening—want to move on

ESTPs tend to focus on:

- Terminating the transition period and finding the starting point
- Immediate problems that can be dealt with now
- Experimenting with new things—using their resourcefulness

During the Startup Phase

ESTPs report the following as obstacles to starting:

- Having to nurture others
- Lack of information
- Slow movers
- Poor timing
- Being required to develop a plan before they begin

ESTPs contribute by:

- Verbalizing what's going on
- Getting people involved and things moving
- Adapting to changes in goals and procedures
- Selling the idea
- Celebrating
- Troubleshooting unexpected problems

What ESTPs need during a time of change:

- Chances to take action
- Independence
- Opportunities to talk with like-minded people
- Ability/responsibility to make on-the-spot decisions and be resourceful
- Not to get bogged down

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

- May ignore requirements and expectations
- Will create variety and action, even when they're inappropriate or disruptive
- Become rebellious
- Talk, organize activities, focus on fun rather than work