

ENTJs are logical, organized, structured, objective, and decisive about what they view as conceptually valid. They enjoy working with others, especially when they can take charge and add a strategic plan.

Contributions to the Organization

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

Leadership Style

- Initiate an action-oriented, energetic approach
- Provide long-range plans to the organization
- Manage directly—tough when necessary
- Enjoy complex problems and are resourceful in managing them
- Run as much of the organization as possible

Preferred Learning Style

- Cutting edge and theoretically based, delivered by experts
- Open to challenges and questions

Potential Pitfalls

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

Order of Preferences*

1. Thinking
2. Intuition
3. Sensing
4. Feeling

* See pages 26–29 for further explanation.

Problem-Solving Approach

- Want to logically analyze and control situations (T) based on an internal understanding of what could be (N)
- May want to include a realistic determination of the actual facts (S) and to consider the impact on people and themselves (F) for optimal results

Preferred Work Environments

- Contain results-oriented, independent, and competent people focused on solving complex problems
- Are goal-oriented
- Have efficient systems and people
- Provide challenges with a direct payoff for effort
- Reward decisiveness
- Include tough-minded people
- Offer structure and focus on use of a master plan

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 in both themselves and others

ventions and operating styles of diverse types of people and to come up with creative approaches to solving the many problems associated with putting the fund givers and seekers together.

Evidence that Jane has become more comfortable with her Sensing (third function) can be found in her assessment that she feels her decisions are more workable — more realistic now than in the past. She has also become more aware of her body, the effect of stress on it, and how useful exercise is at reducing stress. And for the first time, she is making time for her personal life by arranging to spend more time with her husband — a possible sign of the influence of her emerging Feeling function.

Common Threads

Although Ted and Jane have different backgrounds, experiences, and careers, there are certain common threads woven through their stories. Their specific interests, abilities, and values may differ, but owing to their similar temperament values, the *same hierarchy* of their psychological functions, and the "world" they use them in (inner or outer), there are certain observations we can make about the needs of many ENTJs.

What follows is a list of the most important elements — the formula, if you will, for ENTJ satisfaction. Given the uniqueness of all individuals — even those who share the same type — this list will not describe each ENTJ equally well. The important thing is that these ten elements, with varying degrees of intensity and in different orders of importance, identify what ENTJs need to be satisfied.

After you have reviewed this list, we recommend that you go back and prioritize the elements in order of *their importance to you*. When doing this, think of past work experiences as well as your present job, and

what you found particularly satisfying or unsatisfying. Try to look for *themes* that run through several experiences, not just the events that might be true for one work situation but not for another.

As an ENTJ, career satisfaction means doing work that:

1. Lets me lead, be in control, organizing and perfecting the operating systems of an organization so that it runs efficiently and reaches its goals on schedule
2. Lets me engage in long-range strategic planning, creative problem solving, and the generation of innovative and logical approaches to a variety of problems
3. Is done in a well-organized environment where I, and others, work within a clear and definite set of guidelines
4. Challenges and stimulates my intellectual curiosity and lets me work with complex and often difficult problems
5. Gives me opportunities to meet and interact with a variety of other capable, interesting, and powerful people
6. Gives me the opportunity to advance within the organization and to increase and demonstrate my competence
7. Is exciting, challenging, and competitive; where I am in the public eye and where my accomplishments are seen, recognized, and fairly compensated
8. Lets me work with other intelligent, creative, ambitious, and goal-oriented individuals whose competencies I respect
9. Lets me set and meet goals and implement my organizational skills to keep myself and others focused on the

larger goal while accomplishing all my objectives in a timely and efficient manner

10. Lets me manage and supervise others, using logical and objective standards and policies that utilize each person's strengths but without having to deal daily with interpersonal squabbles

Work-related strengths and weaknesses of ENTJs include:

STRENGTHS

Can be visionary leaders
 Work best in organizations where opportunity exists to rise to the top
 Ambitious and hardworking; honest and direct
 Good complex and creative problem solvers; able to make logical decisions
 Able to keep long- and short-term goals in mind

WEAKNESSES

May be demanding, critical, and intimidating
 May place work above other areas of life
 May overlook relevant facts and important details in haste to make decision
 May not express encouragement or praise
 May not invite or permit input and contributions from others

Popular Occupations for ENTJs

In listing occupations that are popular among ENTJs, it is important to note that there are successful people of all types in all fields. However, the following are careers ENTJs may find particularly satisfying and some of the reasons why. This is by no means a comprehensive listing. It is included to suggest possibilities you may not have previously considered.

BUSINESS

- Executive
- Senior manager

- Office manager
- Administrator
- Personnel manager
- Sales manager
- Marketing manager

The world of business is often enjoyed by ENTJs. They prefer to be in positions of authority, control, and leadership. As business executives, they are able to use their long-range thinking to develop contingency plans and map out the best course to meet their goals. ENTJs use a style of direct management, able to make tough yet fair decisions and set policies for employees. They like to surround themselves with other independent, results-oriented people who can work without a lot of supervision or intervention. ENTJs usually rise to the top of organizations by using their ability to influence people and their ease at meeting and networking with people.

FINANCE

- Investment broker
- Personal financial planner
- Economic analyst
- Mortgage broker
- Credit investigator
- Stockbroker

ENTJs often excel in the field of finance. They enjoy making money and enjoy working with other people's money, too! They enjoy the competition of the field and take charge quickly and easily. These careers enable ENTJs to use their ability to forecast trends and design ingenious ways to take full advantage of opportunities for themselves and their clients. They do best when they have little work that involves details and follow-up, but instead can delegate to a competent support staff.

CONSULTING/TRAINING

- Business consulting
- Management consulting

- Educational consulting
- Program designer
- Management trainer
- Employment development specialist
- Labor relations

The variety and independence offered in careers in consulting appeals to ENTJs. The field has grown tremendously in recent years, giving ENTJs the chance to satisfy their entrepreneurial spirit, work with a variety of people in a variety of business settings, and be compensated in proportion to the work they put in. ENTJs often excel in business or management consulting and can be excellent and stimulating trainers. They usually create a structured and challenging environment with creative designs and active sessions. They almost always prefer to take on new projects, and enjoy teaching other ambitious people ways to increase their competence.

PROFESSIONAL

- Attorney
- Judge
- Psychologist
- Science/social science teacher
- Chemical engineer

These professions offer the degree of status and level of influence ENTJs strive for in their careers. ENTJs often enjoy the field of law and have success as practicing and administrative attorneys and judges. The intellectual challenge of psychology appeals to many ENTJs, as does the complex field of chemical engineering. In education, ENTJs usually prefer teaching in the upper grades, especially secondary education, adult education, and at the college level. They enjoy applying their knowledge in the world around them and often have careers that let them expand their teaching responsibilities into other areas — like politics or political consulting.

Implications for the Job Search

Knowing the particular strengths and blind spots of your type can afford you a tremendous advantage in your job search campaign. In all aspects of the process, from conducting research into available positions, identifying and contacting prospective employers, developing personal marketing tools such as résumés, arranging and conducting job interviews, negotiating salaries, to finally accepting a position, people will act true to their type. Being able to capitalize on your assets and compensate for your liabilities can make the difference between a successful and an unsuccessful job search.

Differences between types are sometimes subtle and other times dramatic. It is the subtle variations in advice we offer that make the real difference between success or failure in a job search. The concept of "networking," or meeting with and talking to people to gather information about potential jobs, serves as a good example. Extraverts will naturally enjoy networking and are advised to do so on a large scale, while Introverts find more limited and targeted networking, especially with people they already know, easier. Sensors tend to network with people in a defined scope, while Intuitives will go far and wide to find people often seemingly unrelated to their field of interest. Further, Feelers take networking, like everything else, very personally and enjoy establishing warm rapport, while Thinkers will be more objective and detached in their style. Finally, Judgers tend to ask fewer and more structured questions during their networking, while Perceivers could ask questions of all sorts all day long! One valuable search technique, many ways to implement it.

Pathways to Success

As we will detail in the following pages, your strengths and talents in the job search lie in your ability to take command of the process, impressing others with your competence and inspiring them by your confidence. To avoid being perceived as overbearing, try to make a conscious effort to listen and ask questions as well as talk and give answers.

As an ENTJ, your most effective strategies will build on your abilities to:

Develop and follow an effective job search strategy.

- Establish your goals, including the criteria for the career or job you want, and map out your plan for obtaining it.
- Keep copies of your letters, log your appointments, and keep track of people you have followed up with or still need to contact to keep you organized and on time.

As Bruce began his job search, he used the same time management and organization techniques that had served him well in his previous job as an administrator. He put together a notebook with a coding system to denote which people he had seen, was scheduled to see, or had yet to arrange a meeting. After each interview, he made notes about the meeting and what his next step was to be. Then, he sent a note thanking the individual for his or her time, and moved that card from the “pending” section to “next step” section. Using this system, Bruce stayed on top of nearly twenty-five prospects and dozens of contacts without letting a single one slip.

Anticipate trends and forecast future needs.

- Use your ability to look at current situations and project how they will need to

be different in order to meet the changing context.

- Demonstrate your ability to forecast future needs of potential employers by explaining how you see the market changing and how your input and involvement can help the employer meet those new demands.

During an interview at a small, newly formed market research company, Diane noticed that the president seemed distracted and was, in fact, interrupted several times by frantic-looking members of her staff. When the president realized she was being rude, she explained to Diane that her company was short-staffed and was in the middle of preparing a proposal for a major new client. Diane suggested several vendors with whom she might subcontract to get her through the crunch. The president was impressed with Diane’s quick thinking, contacts, and understanding of the business. Then Diane explained that she had experience troubleshooting similar projects and would be willing to free-lance on the project as a way of demonstrating her abilities. The president was taken aback by the offer but after taking a minute to consider it, realized she was looking at the solution to her immediate problem and perhaps long-term improvement in the operation of her business. Diane was hired on the spot.

Solve problems creatively.

- Approach obstacles as challenges, rather than roadblocks. Rise to the challenge of overcoming them by using your creativity.
- Demonstrate your ability to develop innovative strategies by preparing an assessment of the prospective employer’s biggest problems and how you would help to solve them.

Doris was beginning to think she had hit a brick wall. She had made repeated attempts to reach the new business manager by phone and had also written two letters following up on a recommendation by a mutual business associate. His secretary told Doris that he was interested in seeing her for the position that was soon to become available, but his schedule was just impossible. Doris decided to do something about that. Since she and the secretary had established a friendly telephone relationship, Doris found out that the personnel manager was scheduled to return to town later that afternoon. The secretary told Doris that her boss usually took a cab from the airport back to his office. So Doris drove to the airport, and met the manager at his gate. Having never met him, she wore a sign around her neck with his name, as if she were a chauffeur. On the ride back to town, she introduced herself and said that with her as a member of his company, he would be freed up to tend to more pressing matters and leave much of the traveling and client relations to her. He was so impressed with her clever approach that they went directly to his office upon returning, where Doris proceeded to have a great interview.

Network extensively.

- Develop a list of everyone you know who knows you and your abilities, and make appointments to meet with them to discuss your career goals.
- Ask the people who know you to refer you to other people who might either be interested in your area of expertise or might have some knowledge that you will find helpful.

Remember Jane's double Rolodex? It's her habit not ever to throw away a name, even if she doesn't have an immediate need or use for it. Jane used all those names to start her

own business. She preferred to take people out for coffee, but because her time was at a premium, she also found that with a few minutes on the phone, she could usually reach several new contacts. Jane makes a point of returning the generosity shown her by agreeing to conduct informational interviews as often as possible, which results in an even greater network of contacts.

Become knowledgeable about the organization and the position of interest.

- Do some research at the library through industry trade publications or by talking to people already in the field or organization to find out as much as you can about what's happening at the company and in the field. Also find out what you can about your interviewer so you can find a common ground upon which to establish rapport.
- Synthesize the information you have collected and distill it into a minireport to review before a subsequent interview or to refer to during the interview to demonstrate your interest in and knowledge of the business.

After working unhappily in a bank for twelve years, Ed decided that he wanted to make a career change to investment brokerage. He took a couple of training seminars offered through continuing education from a banking association of which he was a member. In one of the classes, he met an investment broker and queried him about the industry. Ed's new friend introduced him to several other investment brokers and suggested Ed read a trade publication that published helpful articles about the business and listed available jobs throughout the region. Later, in job interviews, Ed was able to refer to interesting information he had learned about the industry and also to call

on his new contacts to help make inroads at investment firms.

Possible Pitfalls

Although all people are unique, there are certain *potential* blind spots that many ENTJs share. We underscore "potential" because some of the following *may* be true of you, while others may clearly not apply. While considering them, you may notice that these tendencies do not relate just to the job search but rather describe pitfalls that you may have experienced in other aspects of your life as well. It is therefore helpful to consider each one in terms of your past experiences by asking yourself, "Is this true for me?" And if so, "How did this tendency prevent me from getting something that I wanted?" You will probably notice that the key to overcoming your blind spots is the conscious and thoughtful development of your third and fourth functions (Sensing and Feeling). We recognize that many of the suggestions will be difficult to implement, but the more you use these functions, the fewer problems they will cause you in the future.

Avoid making decisions too quickly.

- Take time to gather all the relevant, albeit mundane, facts about a job or career before deciding whether you are interested in it. Refer to your list of criteria and be sure to ask all the necessary questions so that you have an accurate and realistic picture of the job and its opportunities.
- Be sure to reflect before acting. Ask yourself what you really want and how a potential job fits with the things you believe are important to you. Be honest with yourself and add those values and desires to your list of criteria.

Try not to appear aggressive and pushy.

- Be aware that other people may be put off by your energy and drive and consider you too aggressive. Take time to establish rapport, finding some common personal ground early on in an interview. Take time to recognize the contributions of those around you.
- Try to be understanding of the unpredictable delays and postponements that are a fact of life. These may slow down your journey toward your goal, but try not to let them frustrate or discourage you.

Don't discount opportunities you consider to be below your competency level.

- Realize that you may appear overconfident and arrogant and unintentionally insult a potential employer by refusing to consider a position you see as beneath you.
- Think of everyone you meet as someone with whom you may have to work one day and do all that you can to establish good relations with them.

Be patient with all phases of the process, even the details.

- Don't overlook the practical considerations of a job search in lieu of the more interesting aspects. Check out the time investment and costs associated with a quality job search and be sure they are budgeted into your overall plan.
- Delay starting your job search until you have fully researched your resources and are sure you will be able to complete it to your high standards before plowing ahead.

Work on developing active listening skills.

- Realize that you sometimes may interrupt others before they finish speaking because you have anticipated (correctly or incorrectly) what they are about to say. Instead, wait a few seconds after they have finished speaking and check with them to make sure you understood what they meant.
- Remember that, rather than appearing confident and competent, you may come across as impatient and domineering. Make a conscious effort to curb that tendency by giving the other people plenty of time to gather their thoughts and finish their sentences.

The Final Piece

Now that you have a solid understanding of your type under your belt, you can see how your strengths and preferences suit you better for some kinds of jobs and for some approaches to a job search. But as an ENTJ, you've already noticed that you are not equally drawn to *every* career or field listed in the Popular Occupations section. The next and final step in the process is to look at how your type meshes with your personal interests. So now turn to Chapter 24 to put your new knowledge to work by finding out how your interests, skills, and values can combine with your type to let you find the work you were meant to do.