

## **ESTJ**

## **Extraverted Thinking with Sensing**

ESTJs are logical, analytical, decisive, and tough-minded, using concrete facts in systematic ways. They enjoy working with others well in advance to organize the details and operations to get the job done.

### **Contributions to the Organization**

- See, point out, and correct flaws in advance
- Critique programs in a logical, objective way
- Organize the process, product, and people to achieve goals
- Monitor to determine that the tasks are done correctly
- 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
- Get to the core of the situation crisply and directly
- Decide and implement quickly
- Act as traditional leaders who respect the hierarchy, achieving within the system

### **Preferred Learning Style**

- Active, hands-on, and done in a structured way
- Practical and focused on something they can use

### **Potential Pitfalls**

- May decide too quickly and pressure others to do so too
- May not see the need for changing things that they believe are already working
- May overlook the interpersonal niceties in getting the job done
- May be overtaken by their emotions when they ignore their own feelings and values for too long

### **Order of Preferences\***

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

\* See pages 26–29 for further explanation.

### **Problem-Solving Approach**

- Want to logically analyze and control situations (T) based on pertinent facts and relevant details (S)
- May need to look at the broader picture (N) and the impact on people and themselves (F) for optimal results

### **Preferred Work Environments**

- Contain hardworking people determined to get the job done properly
- Are task-oriented and committed
- Offer organization and structure
- Have team projects
- Provide stability and predictability
- Focus on efficiency and productivity
- Reward meeting goals

### **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 what others want to change
- May need to make a special effort to show appreciation to others
- May need to take time away from their work to reflect on and identify their feelings and values

come recognition and financial success, both of which are strong motivators for Marilyn.

What Marilyn loves best is making sales. Her dominant extraverted Thinking helps her present her ideas very logically and allows her to persist where a less assertive person might give up. It also assists her in planning and executing organized events, skillful budgeting, and tough negotiating. She even takes some pride in the fact that some of her competitors have given her the cold shoulder because they've felt threatened by her success.

Marilyn's introverted Sensing (auxiliary) helps her keep track of the hundreds of details that need attention in the planning and execution of an event. She also has a good sense of quality (using her Sensing to determine if an invitation, prop, or decoration is just the way it should be). Another indication of her preference for Sensing is that many of her events involve activities in which people actually *do* things; use *their* senses to become hands-on participants in games and activities relating to the theme of the event.

In recent years, Marilyn has clearly developed better access to her Intuition (third function). This is evident from her enjoyment in working with many creative people, such as entertainers and artists, and her desire to start her own new venture. Although she is not naturally an Intuitive, Marilyn's business is all about possibilities, and she is much more comfortable considering alternatives and untried approaches now than she was several years ago. Her Feeling side, while always engaged when it came to her family, has even begun to creep into her work life. She is amused, for example, when "gruff old businessmen," excited by the success of an event she produced for them, praise her great work and give her a hug.

### *Common Threads*

Although David, Steve, and Marilyn 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 ESTJs.

What follows is a list of the most important elements — the formula, if you will, for ESTJ satisfaction. Given the uniqueness of all individuals — even those who share the same type — this list will not describe each ESTJ equally well. The important thing is that these ten elements, with varying degrees of intensity and in different orders of importance, identify what ESTJs 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 ESTJ, career satisfaction means doing work that:*

1. Lets me work systematically, organizing facts, policies, or people, and use time and resources efficiently toward a logical conclusion
2. Lets me use mastered skills while working on concrete and straightforward assignments with clear specifications, using my strong reasoning powers

3. Is measured and evaluated by fair, logical, explicit, and objective standards
4. Is done in a friendly environment with other hardworking and conscientious people who do not bring their personal problems to work or expect me to share my personal feelings on the job
5. Is realistic and tangible in nature and has practical applications and concrete results
6. Has clear expectations and reporting hierarchy
7. Lets me be productive, organizing the necessary steps and resources, following established procedures, and setting and meeting deadlines
8. Is done in a stable and predictable environment, but one that is also filled with action and a variety of people
9. Can be done with other people, enabling me to be in charge of myself and others
10. Lets me make decisions and have a great deal of control and responsibility; where my opinions, recommendations, and experience are considered important

Work-related strengths and weaknesses of ESTJs include:

#### STRENGTHS

Very practical, results-oriented  
Good at focusing on organization's goals  
Natural organizers; good at making objective decisions  
Forceful in carrying out their commitments and can be tough when necessary  
Good at seeing what is illogical, inconsistent, impractical, or inefficient

#### WEAKNESSES

Can be impatient with those who don't follow procedures or don't pay attention to important details  
Have little patience for inefficiency  
Have a tendency to run over people as they pursue their goals  
May not be interested in possibilities that do not exist in present moment  
May not listen to opposing viewpoints; can be abrupt and appear rude

#### *Popular Occupations for ESTJs*

In listing occupations that are popular among ESTJs, it is important to note that there are successful people of all types in all fields. However, the following are careers ESTJs 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.

#### SERVICE

- Police officer/probation officer
- Sales (tangibles): computers, real estate
- Funeral director
- Cook
- Military officer
- Teacher: trade, industrial, technical
- Insurance agent
- Government employee
- Security guard

These occupations allow the ESTJ to work in the real world, on realistic and tangible projects. Most of these careers demand adherence to standard operating procedures and require a great deal of interaction with the public or groups of people. ESTJs enjoy being in positions of authority and enjoy giving orders. Sales of real things offers the opportunity to engage in work that achieves immediate and tangible results.

#### TECHNICAL/PHYSICAL

- Engineer: mechanical/applied fields
- Computer analyst
- Auditor
- General contractor
- Farmer
- Construction worker
- Pharmacist
- Clinical technician

These fields require the use of the ESTJ's technical and mechanical abilities. Each allows them to focus on gathering, organizing, and analyzing factual information, and engage in deductive reasoning. Each of these occupations requires a logical and organized work style, which is enjoyed by ESTJs who prefer a work environment that is orderly and neat. ESTJs are impatient with confusion and inefficiency.

#### MANAGERIAL

- Bank officer/loan officer
- Project manager
- Officer manager
- Administrator
- Factory supervisor
- Data base manager
- Purchasing agent
- Credit analyst

The managerial fields are often satisfying for ESTJs because they like to be in positions of authority. They are good executives because they enjoy giving orders, making decisions, and supervising others. They are also very loyal to established institutions. Management requires constant interaction with other people and the ability to direct, monitor, and evaluate the work of others.

#### PROFESSIONAL

- Dentist
- Physician: general medicine
- Stockbroker
- Judge

- Executive
- Teacher: technical/trades

The appeal of the professional fields is the ability to work in established, traditional institutions in positions of authority. Dentistry and medicine are technical occupations that generally include hands-on activities — working with real people and tangible objects such as teeth and gums (for dentists), and the human body (for general practitioners). These occupations make use of the ESTJ's powers of deductive reasoning and ability to understand cause and effect. They prefer to do things following a prescribed procedure proven effective by their own experience and others whom they respect.

#### *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.

The 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 and 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 Intro-

verts 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, Judges 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

Once you set your mind to finding the right job, no one will work harder searching for it than you. Your persistence and the seriousness with which you view the process will help you stay with the task until you find the work that is best for you. However, in your eagerness to accomplish your goal, you may be blinded to other possibilities, new information, or novel approaches.

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

*Organize and conduct an efficient job search.*

- Use your organizational skills to stay on top of the project, make a plan, be on time, remember to follow up with prospective employers, and so forth.
- Use your practical skills to plot out a realistic campaign, beginning with the most obvious opportunities within your own company and other companies or organizations with which you are familiar.

*Make realistic decisions based upon known facts and objective data.*

- Use your critical thinking skills to analyze the positive and negative aspects of each job option and eliminate those options in which you are not interested or qualified.
- Gather as much information about a potential employer's business and industry as possible, reading in local and regional business journals and newspapers in order to have a clear understanding of the company's history and objectives.

The following example of the process one ESTJ client went through illustrates how both of these recommendations can be put into practical use.

The first thing Jason did when he learned his company was down-sizing and his job might be in jeopardy was to sit down and take stock of his situation. He prepared two "balance sheets"; the first was financial, reflecting his assets, liabilities, and monthly expenses to determine how long he could live without an income. His second balance sheet was his work-related strengths and weaknesses; what he had to sell in the marketplace.

Since he knew he wanted to stay in the same line of work, he next developed an impressive marketing plan, complete with potential employers, strategies, and projected timetables for accomplishing various tasks. Jason contacted potential employers, conducted informational interviews to learn more about particular jobs, and researched specific companies to determine if they interested him. The point is, Jason approached this job search just as he had his job as a midlevel manager — with efficiency, skill, dispatch, and action.

*Be direct and honest when giving a summary of how your skills and abilities will benefit the employer.*

- Prepare before the interview by developing a list of questions the prospective employer might ask you. Practice answering these, focusing on your past experiences and accomplishments.
- Ask a friend to ask you potentially difficult questions so you can rehearse your answers.

When David was going through the “grueling interview process” for a CEO position, he was often asked difficult questions about what he might do in a hypothetical situation. Several times David wondered if the interviewer might be deliberately trying to make him angry, because he used a condescending tone. Instead of becoming insulted, David decided to be completely honest and told the interviewer exactly what he thought. He offered constructive criticism on how he thought the organization needed to be changed in order to succeed. Occasionally, during the five interviews, David wondered if he had done the right thing. He took a gamble because he wanted to demonstrate courage and the ability to make the necessary tough decisions. It paid off. Those were exactly the characteristics the company was looking for in a CEO.

*Set and meet realistic job search goals.*

- Develop a list of important characteristics in a new job including salary, benefits, work schedule, location, room for advancement, and other important criteria. Use that checklist to evaluate each job opportunity.
- Realize that it can take as much as three to twelve months, and sometimes longer, to find the right job. Don’t ex-

pect to find a job until you have gone through all the necessary steps.

After several years in the purchasing department of a small manufacturing company, Gina decided it was time to return to college to finish her business degree so she could get a job with more responsibility and a bigger salary. Because she couldn’t afford to quit working completely and go to school full-time, she did a little homework and learned that a small private university offered the degree program she wanted, and something more. Because the school offered a tuition abatement program for employees, she applied for a job in the purchasing department, enabling her to take two courses a semester with no fee. She accepted the job with the full realization that it would take her two years to complete her degree, but she would be able to do so at no cost, while she was continuing to apply and sharpen her business skills in an area she was familiar with.

*Present yourself as a capable, stable, and competent candidate.*

- Express your skills in a clear and logical way on all written materials, including résumé and cover letter, and during all interviews. Be sure to include past experiences as examples to demonstrate your capabilities and accomplishments.
- Offer letters of recommendation from past employers attesting to your competency and quality of performance.
- Point out to prospective employers the ways in which you will be able to help the company accomplish its goals.

After working for one company for nearly twelve years, Tanya initiated a career change to find a more challenging position. Since she had always received excellent perfor-

mance reviews from each of the three supervisors she had worked for during her tenure, she asked each one of them to write a letter of recommendation for her. She gave them guidelines for what she wanted them to focus on. She asked that they refer to her consistently excellent performance reviews, her skills, and her measurable contributions to the goals of their departments. During interviews, she volunteered photocopies of the letters and encouraged her interviewers to keep them in her file.

*Network extensively.*

- Enlist the help of people with whom you have worked over the years and who know you well to identify people to contact about career opportunities.

When Doug was looking for a new job, he contacted people on his softball team and his church about opportunities within their own companies. After a series of informational interviews, one individual referred him to the director of the management training department at her company. Doug learned that a position was about to become available owing to the relocation of an employee. Doug applied for and got the job before it was ever publicized.

## Possible Pitfalls

Although all people are unique, there are certain *potential* blind spots that many ESTJs 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 ex-

periences 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 (Intuition 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.*

- Waiting even a few moments to ask yourself what you know and what you still do not know about a situation, and considering how you feel about the issue or choice at hand, will help you make a better decision.
- Try to ask more open-ended questions during all phases of the job search to get a better understanding of the possible implications of your choice.

*Consider innovative or unconventional job search techniques as well as more customary practices.*

- Enlist the help of friends or colleagues who may possess more Intuition (perception) to help you brainstorm alternative means of reaching a key decision maker within a company or a prospective employer.

*Consider the long-range consequences in weighing job options.*

- Attempt to look down the road and imagine how your goals or needs may change as you progress and age. Make a list of what your needs are now and try to predict how they may be different

one year, five years, and ten years from today. Consider this information in making a decision with long-ranging implications.

- During the interview process, ask about growth potential within the company, relocation possibilities, and about the long-range goals of your prospective employer to be sure you are interested in going where the company may need to send you.

*Try to establish rapport with interviewers and not to be brusque and too businesslike.*

- Try to relax before an interview and not allow the seriousness of the activity to affect your attitude negatively. Remember that you wish to be seen as someone with whom they could easily get along, one of the team.

*Avoid being rigid and inflexible in job negotiations.*

- Use your list of criteria as a guide in selecting a good job, rather than as

rules cast in concrete. Be persistent about those elements without which you simply can't live, but be willing to be flexible about those that are less important.

- Try to give positive feedback before offering any negative criticism, knowing others can be offended and put off by a negative perspective.

### *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 ESTJ, 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.