

ESTPs are action-oriented, pragmatic, resourceful, and realistic individuals who prefer to take the most efficient route. They enjoy making things happen now and typically find a way through difficult situations.

Contributions to the Organization

- Negotiate and seek compromise to move things along
- Keep things lively; make things happen
- Take a realistic and direct approach
- Embrace risk in a calculated way
- Notice and remember factual information

Leadership Style

- Take charge readily in crises
- Persuade others to their point of view
- Have a direct and assertive style
- Move along the most expedient route
- Seek action and immediate results

Preferred Learning Style

Active, hands-on, trial and error in determining what works

- Practical and focused on something they can apply now

Potential Pitfalls

- May appear demanding, blunt, and insensitive when acting quickly
- May focus too much on the immediate and miss the wider implications of their actions
- May sacrifice follow-through by moving on to the next problem
- May get caught up in off-work activities, such as sports and other hobbies

Order of Preferences*

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

* See pages 26–29 for further explanation.

Problem-Solving Approach

- Want to make a realistic and concrete assessment of the situation (S) and logically analyze the next steps (T)
- May need to consider the impact on people (F) and search for alternate possible views (N) for optimal results

Preferred Work Environments

- Contain lively, results-oriented people who value firsthand experience
- Have rules, but space is given for deviations
- Allow time for fun
- Provide for flexibility in doing the job
- Have a technical orientation with all the latest equipment
- Are physically comfortable
- Respond to the needs of the moment

Suggestions for Development

- May need to curb their task focus and factor in the feelings of others
- May need to look beyond the quick fix, plan ahead, and consider the wider ramifications
- May need to complete the tasks at hand
- May need to keep work and play in the proper perspective

and more interesting to look for the patterns and interconnections between business actions and their resulting effect on the stock market. As a result, he finds that he is more effective in his work, since it is easier for him to grasp the subtle influences of the market. But although his priorities have shifted, it's still very important that he enjoy and have fun in his work.

Since John has found a career that satisfies him, he has no desire to move on. "If I were forced to leave my present job, I'd still want to work in sales or marketing, although the idea of being a masseur at a Club Med sounds pretty good every now and then!" His immediate goal is to become more successful as a broker, earning a good income. "Longer-term, I'd like to achieve financial security — which to me means being wealthy but with the time to look out for my business interests, hobbies, and family."

Why This Career Works for John

John's is a high-energy, high-tension job. Responding to the moment, dealing with the unknown, and taking risks for which there may be enormous payoffs are situations that many SPs find extremely energizing. Like most SPs, John thrives on the physical sensation of adrenaline rushing through his body. The most satisfying parts of his day occur when that is happening continually.

Extraverting his Sensing (dominant) is an important "job requirement" for John, since he must keep track of innumerable pieces of information, which he becomes aware of continuously throughout his day. He has to collect, absorb, and relay data to his clients, make recommendations, and place the transaction orders to buy or sell. He watches the monitor closely for changes so he can be ready to call a client to notify him or her of a move that should be made. All this is done with speed and accuracy.

John uses his introverted Thinking (auxiliary) to analyze the data he takes in. He is extremely logical — considering a particular stock's past, present, and likely future performance. Thus, deciding whether the situation he is analyzing is an isolated example or a possible trend is very important. He has to decide on the best course of action, with a cool head, even though he might be in the middle of a frenzy of trading activity. His decisions are made dispassionately, despite the potential for huge losses or profits.

John has developed much greater access to his Feeling side (third function) over the last few years. His relationships with both his own and his wife's family provide evidence of this. He has a renewed interest in participating in organized religion and is eagerly looking forward to the experience of parenting for the first time. He is also better able to draw on his Intuition (fourth function), probably because his job requires him to see patterns and connections, and he has the opportunity to use his Intuition successfully more in his current work than in previous jobs.

Common Threads

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

What follows is a list of the most important elements — the formula, if you will — for ESTP satisfaction. Given the uniqueness of all individuals — even those who share the same type — this list will not describe each ESTP equally well. The important thing

is that these ten elements, with varying degrees of intensity and in different orders of importance, identify what ESTPs 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 ESTP, career satisfaction means doing work that:

1. Lets me meet and interact spontaneously with many people; offers something different every day, and is fun
2. Lets me use my keen powers of observation and my capacity for absorbing and remembering facts
3. Lets me use my ability to search for solutions to problems, using first-hand experience and then critically analyzing these solutions to find the best ones
4. Is active and full of adventure and fun, where things happen quickly, and where I am allowed to take risks and be alert to new opportunities
5. Lets me respond to unplanned situations, using unconventional approaches, where I can skillfully negotiate satisfactory solutions
6. Is done in an environment without a lot of rules or restrictions, where I work with other practical and lively people and am able to enjoy free time after completing my assignments
7. Lets me organize myself as I go along and as I deem necessary, rather than according to someone else's standards

8. Is practical and logical, where I can use my reasoning abilities to find discrepancies or flaws in the logic of a system and fix it on the spot
9. Leaves me free to respond to a crisis and work in an expedient manner dealing with pressing issues
10. Involves real people and things, not theories or ideas; where my efforts are directed to producing a tangible product or service

Work-related strengths and weaknesses of ESTPs include:

STRENGTHS

Observant, with excellent memory for factual information
Able to see what needs to be done and realistic about what is necessary to complete it
Usually enjoy sales and negotiations
Adaptable with many different kinds of people
Good at initiating enterprises; natural promoters

WEAKNESSES

May not see the long-term consequences of actions
May be blunt and insensitive to feelings of others
Easily feel restricted by rules and regulations
Often intolerant of administrative details and procedures
Can act irresponsibly about deadlines and timetables

Popular Occupations for ESTPs

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

CIVIL SERVICE/"ACTION"

- Police officer
- Fire fighter
- Paramedic
- Detective
- Pilot
- Investigator

Many ESTPs find careers in the area of civil service to be satisfying because they offer a high degree of action, variety, and the opportunity to interact with many people from diverse backgrounds. Many of these positions require the ability to think and react quickly to rapidly changing situations and keep cool under stress. Naturally curious and observant, ESTPs often make excellent detectives and investigators.

FINANCE

- Stockbroker
- Banker
- Investor
- Personal financial planner
- Auditor
- Insurance sales

The world of finance is often interesting to ESTPs, especially when it involves rapidly changing situations and contains a certain amount of risk. A love of excitement and risk taking means they often do well gambling or "playing" in the stock market. They are realistic and pragmatic people, enjoying careers that require problem solving, even if it means using unconventional approaches. Most of these areas of finance include lots of interaction with the public, and ESTPs' friendly and easygoing style helps them meet people and acquire new clients.

ENTERTAINMENT/SPORTS

- Sportscaster
- News reporter
- Promoter
- Tour agent
- Dancer
- Bartender
- Auctioneer
- Professional athlete/coach
- Fitness instructor/trainer

These "entertainment" careers offer plenty of opportunity to have fun, a critical element in career satisfaction for ESTPs. ESTPs live for the here and now and enjoy work that lets them be active and lively. They are natural promoters yet also enjoy the adventure and thrill of performance. Many ESTPs are sports fans and excel in jobs where sports are central, including competing with and training others. They prefer to work around other people as much as possible and can be charming and persuasive bartenders and auctioneers.

TRADE

- Carpenter
- Craftsperson/artisan
- Farmer
- General contractor
- Construction worker
- Chef/cook

The appeal of the trades to ESTPs is the opportunity to work with real things and use tools in efficient, economical, and skillful ways. They usually have good mechanical understanding and work well with their hands. ESTPs like working for themselves as long as they have the chance to be around other people. They enjoy the physical and active nature of these careers, including the sometimes high pressure of working within tight time frames (for example, in farming or cooking).

BUSINESS

- Entrepreneur
- Real estate broker/agent
- Land developer
- Wholesaler
- Retail sales
- Car sales

In general, many ESTPs find the world of business too restrictive and slow-paced to be satisfying. However, these careers offer more flexibility in schedule, personal freedom, and variety, which may capture the ESTP's attention. ESTPs are excellent entrepreneurs, enjoying the element of risk found in starting a new business enterprise or being a developer. Because they are good at sensing subtle cues from other people, they make great salespeople. They enjoy the negotiation process and are fair arbitrators. They enjoy the competitive nature of insurance or car sales and do well within systems that offer incentives and prizes for sales goals.

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 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 for the job search include your energy, curiosity, realism, and ability to roll with the punches. Beware, however, of your tendency to be casual about the process, missing opportunities or communicating a lack of serious commitment.

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

Conduct an active, high-energy job search campaign.

- Use your large network of friends and associates to spread the word that you are looking for a job and to explore career options.
- Put all your focus on your job search campaign. Harness your tremendous

energy; look at the process of finding the right career as an adventure.

Rich tackled his job search the way he tackled everything else in his life — with full force. While he was a bit nervous about approaching some of the decision makers, he decided to turn it into a game. He made a little bet with himself each day — how many people he could meet and how many jobs he could find out about in a day. He treated himself to a game of basketball at the gym when he reached or exceeded his bet. He found he looked forward to each day, and by the time he started his new job, he was in the best shape of his life!

Sell yourself.

- Establish rapport with interviewers quickly, demonstrating your ease and facility meeting new people and making them feel comfortable with you.
- Generate excitement about your abilities, talents, and energy that employers will find attractive and a valuable addition to their work force.

Lisa was a bit intimidated when she arrived for her interview with the vice president of news at a local television station. She had the experience and good references from a station in her hometown. But this was a big step up. She took a deep breath and told herself she could do it and then walked into his office. After answering some standard questions, Lisa was asked why she wanted to work at that station. She began to talk about her love of investigative journalism and some stories done by reporters that she had admired. She found herself relaxing and becoming excited rather than nervous. The vice president was impressed with her ability to talk and her energy and enthusiasm for her work. She left his office a bit stunned because she was offered the job.

Use your powers of observation to discover important environmental factors.

- Tune in and pick up on subtle cues from other people to learn whether they really like working where they do — the amount of interaction, privacy, personal time, and flexibility they have on the job.
- Compare what you learn with what you realistically know about yourself and the things that are important to you. Find the flaws in the situation before making a commitment to invest a lot of your time there.

Cal was sure he wanted to sell real estate. He took the course, passed the exam, and got his real estate license. Now he just needed to find the right agency. He asked everyone he met for references to good agencies. He narrowed it down to several and finally got an appointment for an interview at his first choice. When he arrived at the office, however, he had second thoughts. Everyone seemed so serious and glum. He was ready for a competitive and active office, and he was disappointed to see that nobody seemed to be enjoying the work. He also noticed that everyone in the office was at least twenty years older than he — he had hoped to meet some new friends through work. Cal reconsidered his first choice and, following the interview, decided he needed to continue looking for a firm in which he would feel more comfortable and challenged.

Negotiate effectively and diplomatically.

- Decide ahead of time what is of critical importance to you and what you are willing to give in on. Then negotiate in a flexible and reasonable manner.

After retirement from professional football, Mac was recruited by a local television

station to be the sports director. While several elements of the job appealed to him — the salary, celebrity status, and variety of sports he would report on — the job sounded a bit too restrictive to him. He wasn't looking forward to being responsible for supervising several other sports reporters, scheduling assignments, and being tied down to the studio for two on-air reports each day. So Mac made a deal.

Mac agreed to take the job and fulfill most of the requirements of the job, giving the station the benefit of having a high-profile, well-known sports figure with experience and contacts in the sports world. But for a slightly reduced salary, he negotiated a guarantee to cover ten special "on the road" assignments each year, which got him out of the studio and into the world of sports in a more active capacity. The weekend sports reporter filled in for him while he was on assignment and everybody was happy with the arrangement.

Assess and then capitalize on available resources.

- Begin to view your friends and associates (past and present) as resources to help you meet influential people within the organization you are pursuing. Use unconventional approaches if necessary to meet someone who may be difficult to reach through traditional methods.
- Use your natural spontaneity to take advantage of opportunities as soon as they present themselves by moving quickly, expressing your interest immediately, and responding to sudden deadlines.

Minutes after Jodie, a physical fitness specialist, learned about a corporate fitness center that was being built, she called the company to find out when they would begin to accept applications. She was one of the first to apply and the first to be hired.

In fact, she was hired before the facility was even completed, which gave her the opportunity to be around when important decisions were being made about staffing, layout of staff offices, and the purchase of key exercise equipment.

Possible Pitfalls

Although all people are unique, there are certain *potential* blind spots that many ESTPs share. We specify "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 (Feeling and Intuition). 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.

Don't be limited to considering only career opportunities that are evident at the present time.

- Look beyond what you have already done to what you might like to do. Generate a list of ideas even including those you think are impractical. Find out more about all of them before eliminating any.
- Focus on the future and try to imagine the possible implications of your actions

down the road. Once you look past the material pleasures you may be aiming for, you may see how a job that looks good on the surface (or at the moment) may ultimately be unsatisfying in the long run.

Invest the time developing a long-range career plan.

- Curb your impulse to dive right into what may turn out to be the wrong direction for you. Spending the time carefully thinking about what is important to you and what your real motivations and wishes are will help you focus your energy and avoid dead end jobs.
- Develop a list of criteria for career satisfaction (or use the one we have provided on page 275) and then set some long- and short-term goals. This will provide you with a yardstick against which to measure career options realistically.

Work on developing stick-to-itiveness and follow through.

- Resist the urge to deal only with immediate problems instead of with the less exciting but still important follow-through necessary to conduct a thorough campaign.
- Prepare yourself for interviews by learning as much as you can about the job, its requirements, and the company so you can address yourself and your past experience well to questions asked. This step will also give you the added advantage of knowing what you need to ask to get a clear picture of what the job will actually be like.

Avoid being perceived as unreliable or unpredictable.

- Go the extra mile in all cases, even if you don't think you'll pursue a particular option. Demonstrate your dependability by keeping all appointments, arriving on time or early, and calling back when you say you will.
- Remember that many people respect the standard way of doing things within organizations. Don't run the risk of offending someone because of your natural distaste for following rules.

Concentrate on communicating serious interest.

- Your easygoing and relaxed attitude can be charming and infectious. It can, however, also communicate a lack of seriousness to potential employers.
- Be careful not to be blunt or insensitive to the feelings of others. Tune in to the reactions of others and perhaps tone down your assertiveness so you won't offend others.

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 ESTP, 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.