



PALADIN ASSOCIATES, INC.

## **THE ESTJ PERSONALITY TYPE**

**July 2001 NEWSLETTER**

**ESTJ: Implementor Supervisor  
Temperament-Guardian  
Interaction Style “In Charge”**

### **Frequently Occurring Characteristics:**

1. Practical, realistic, and matter-of-fact.
2. Decisive, quickly move to implement decisions.
3. Organize projects and people to get things done and focus on getting results in the most efficient ways possible.
4. Takes care of routine details.
5. Has a clear set of logical standards, which are systematically followed and wants others to follow as well.
6. Forceful in implementing plans.
7. Hierarchy and tradition oriented.
8. Comprise about 15% of the population.
9. Not interested in theory or in radical changes.
10. May miss the “big picture”.

### **Dynamics:**

Dominant Function- Extraverted Thinking Te; Inferior Function- Introverted Feeling Fi.

Takes an objective approach to problem solving. Uses the thinking function primarily to organize their lives and work. They have little patience with confusion, inefficiency, or halfway measures.

They focus on the present, applying and adapting relevant past experience to deal with problems, and prefer jobs where results are immediate, visible and tangible. They are usually good administrators because they understand systems and logistics. They can project the steps needed to accomplish a task, assign responsibilities, and marshal resources. They will take corrective action when things are not working out, however, prefer proven procedures and systems.

Some may find them a bit overpowering because they are certain how to get things done. They are quite gregarious around tasks, games, traditions, and family activities. They are very tradition and hierarchy oriented. Many military personnel are found in this type. Their concrete nature makes it difficult for them to see a different future before it is actually there. They belong to a variety of service clubs. They are so intune with the established, time honored institutions that they have a hard time understanding those who might wish to abandon or radically change them.

They find success in occupations requiring a high degree of dedication and discipline. These include business management (large number of accountants), corporate law, politics, police work, and the military.

The first 12 years of school was made for the ESTJ.

#### Areas of Concern:

If they have not developed their sensing function, they may decide too quickly before taking in enough information. In this case their decisions will reflect their previously formed biases. If the thinking function is not well developed they may not have a reliable means of evaluating information and thus make inconsistent or overly harsh decisions. In environments where they cannot function within their type parameters they become frustrated and may:

1. Become rigid and dogmatic.
2. Be intrusive know it all experts overpowering others and refusing to listen to others.
3. Get picky about details and be impatient with those who do not follow procedures exactly.

If they have neglected their feeling and intuitive functions they can apply logic even when input on people are needed and they may fail to see the wider ramifications of a seemingly simple, direct action. Under stress, when their inferior feeling function is in control they can feel alone and unappreciated and be unable to communicate feelings of distress.

In later years, in spite of their accomplishments, they often haven't found fulfillment in their most important relationships. If this happens they are among the most disillusioned of all types.

The downside to the ESTJ is related to the inferior function. When the compulsive approach to work and home is untempered they become burdened with unfair demands. In this case others often experience them as uncompromising, unappreciative taskmasters who rarely value the efforts of others.

#### Communication and Time Orientation:

This type uses their dominant function (T) for communication. As a result their communication is most effective with other TJs (INTJ, ENTJ, and ISTJ). They do poorly with the ENFJs, INFPs, and ESFJs. They may strike these listeners as impersonal, distant, emotionally cool, or over-intellectualized.

Studies reported in the Journal of Psychological Type indicate that ESTJs are present and linearly oriented. This means they are concerned with causal relationships of the past, present, and future (linear and thinking function), but concentrate on the present (sensing) for data collection. As far as being future oriented they rank 10<sup>th</sup> in the group of 16 types

represented by the Myers-Briggs Type Indicator.

ESTJ men traditionally have the most conventionally masculine orientation. It is this type of man who needs most to define realistic expectations and limits for themselves. This is because they are most likely to define success as being derived from who they are, what they accumulate, and what they do outwardly. They can be the “type A” personalities who are somewhat susceptible to heart ailments. They fit the description “the winner is the one who accumulates the most toys”.

ST men outnumber NF men by 3 to 1. Largely because of these numbers, as well as social and economic dominance, ST men determine conventional ideas of what is the appropriate masculine way to communicate in our society. About 40% of men prefer the ST core, while only 20% of women do.

ESTJs comprise at least 10% of the population. They believe the manual of standard operating procedures are what count, not speculation and experimentation.

Possible ESTJs:

1. Lucy Van Pelt of *Peanuts*.
2. Archie Bunker of *All in the Family*.
3. Teddy Roosevelt
4. Gen. Colin Powell