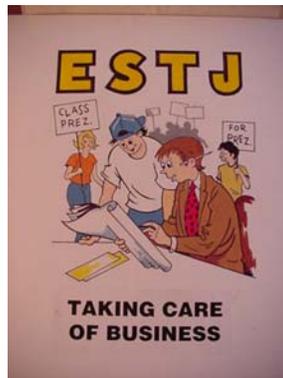




PALADIN ASSOCIATES, INC.

MARCH NEWALETTER 2002 ©

For those of you that are new to our newsletter, we are featuring some of the characteristics of the sixteen personality types. We have already discussed the ISTJ and INTJ and, in keeping with our plan to cover the TJs first, we will be covering the ESTJ in this newsletter. The TJs represent about 75% of the middle and upper management individuals in this country and the ESTJ takes a prominent place in this group. As you can see from our ESTJ tee shirt, the ESTJ “Is Taking Care of Business”. You can purchase these tee shirts by going to <http://www.paladinexec.com> and entering the on-line store. All sixteen types are available.



©PALADIN ASSOCIATES, INC.

**ESTJ: Implementor Supervisor
Temperament-Cooperative 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 change.
10. May miss the “big picture”.

Dynamics:

Dominant Function-Extraverted Thinking *Te*: Inferior Function-Introverted Feeling *Fi*.

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

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

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 thinking 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 may become frustrated and may:

1. Become ridged 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.

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.

Possible ESTJs:

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