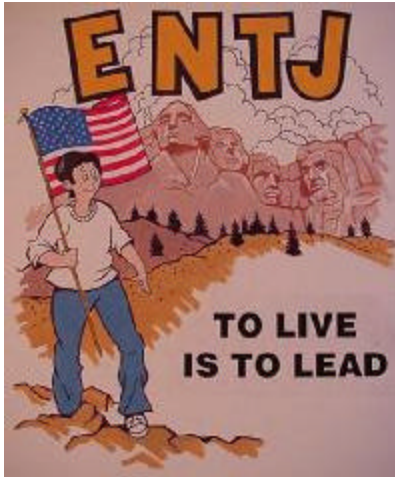




PALADIN ASSOCIATES, INC.
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Portrait of an ENTJ



ENTJ

Extraverted / iNtuitive / Thinking / Judging

Extraverted.....Draw energy from and focus on their external environment

iNtuitiveSee endless possibilities in relationships between facts

ThinkingImpersonal, objective decision makers

Judging..... Desire structure and adhere to schedules

ENTJs constitute approximately 5 % of the general U.S. population. Critical and challenging by nature, they hold a high regard for rational analysis of cause and effect; command an objective, decisive decision making style; and articulate their views easily and often.

ENTJs are quick to take charge and expect to be followed, not questioned. They value success and goal accomplishment; adhere to constantly escalating standards of achievement, and possess the ability to instill the same desires in others.

Invigorated by the challenge of finding solutions to complex theoretical problems ENTJs are excellent strategists remarkably adept at anticipating problems and devising elaborate plans and systems for the benefit of moving an organization towards goal attainment . They demand efficiency from both systems and people and are uniquely proficient at bringing an organization to the point where it functions at a superior level.

Action oriented, direct, and fiercely competitive ENTJs enjoy debating almost any subject. They view critique and the voicing of differences of opinion to be a favorable means of making decisions, reaching conclusions, and working out problems.

ENTJs prefer to function in environments that emphasize structure and accountability. They attach a great deal of importance to standard procedures and chain of command. However, they will quickly abandon any procedure that is shown to be indifferent to the goal it seemingly serves. They will also readily question, test and challenge authority rationalizing authority should not be granted by position, rank, or title and that the person in charge should be knowledgeable and competent.

As leaders ENTJs:

- * Set priorities and deadlines and command the necessary resources to achieve established goals
- * Focus attention on long-range “big picture” issues versus routine day to day operations
- * Strive for closure and make decisions quickly
- * Stress efficiency and task completion
- * Delegate authority
- * Communicate directives in an authoritarian manner
- * Are not likely to offer praise or acknowledgement, rationalizing that to do so would appear to be redundant and obvious
- * Have little patience for bureaucracy

The assertive, tough minded, impersonal demeanor characteristic of ENTJs is considered to be appropriate, acceptable behavior for male ENTJs. Conversely, when the same forceful take-charge attitude, characteristic of ENTJs, is professed by female ENTJs acceptance is often problematic. In order to offset this dilemma female ENTJs often find it necessary to make a conscious effort to balance their aggressive style with their natural femininity.

In order to maximize effectiveness when interacting with others, especially those who have a preference for Feeling (F) and Sensing (S), ENTJs should strive to:

- * Factor the emotional needs of others into decision making
- * Develop more regard for the opinions of others
- * Be more open to time frames and work habits of others
- * Gain input from others before charging ahead
- * Frequently give praise and acknowledge the contributions of others
- * Focus more on specifics and routine

**** Famous ENTJs include: General Douglas MacArthur, General Norman Schwarzkopf, Margaret Thatcher, Hillary Clinton, David Letterman, Newt Gingrich, Coach Vince Lombardi, Bill Gates, Ross Perot, Queen Elizabeth I, Catharine the Great, Coach Bill Parcells, Madeleine Albright, Napoleon Bonaparte, Jack Welch, Golda Meier (Fictional) Murphy Brown (Candace Bergen), Hans Solo (Star Wars), Rhett Butler (Gone With the Wind), Jack Ryan (Harrison Ford, Patriot Games), William Wallace (Mel Gibson, Braveheart), Benjamin Martin (Mel Gibson, The Patriot)***

Paladin Associates, Inc. is a certified administrator of: The MBTI, The STRONG INTEREST INVENTORY, and The MURPHY-MEISGEIER TYPE INDICATOR FOR CHILDREN.

We are also consulting through the Perth Leadership Institute utilizing a new concept in financial leadership, The Perth Leadership Outcome Model (PLOM).

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