



CenterMark Type Map Introduction

CenterMark is based on eight variables, with four pairs of preferences. In each preference pair, you fall more on one side of the scale or the other. Everyone has a natural preference for one of the two opposites on each of the four scales, but everyone uses each of the preferences to some degree. The differences in people result from our preference for:

Extraversion or Introversion (E – I) - Where they prefer to focus their attention and energies.

Extraversion Characteristics.

Those who choose Extraversion derive satisfaction from their involvement with people and their surroundings. They are energized by their affiliation with others and are easily engaged by friends and strangers alike. Extraverts prefer to explore ideas through conversation. They act-think-act.

Introversion Characteristics.

Those who choose Introversion want less interaction with others. They are energized by reflection and solitude. They prefer to voice their opinions after they have ample time to process the issue. They think-act-think.

Sensing or Intuition (S – N) - The way they prefer to take in information, the kinds of information they want and give weight to, and usually how they communicate information. The S and N preference seems to have the most influence on occupational choice.

Sensing Characteristics.

Those who choose Sensing tend to take in tangible information; this means they focus on present reality, count their practical experience, trust facts, and like full, detailed, and verifiable information. They are described as left-brain and identify with efficiency, standardization, cost benefits, precision and quick response.

Intuition Characteristics.

Those who prefer Intuition, on the other hand, tend to take in information as a kind of snapshot; they notice present reality but are quickly drawn toward connections, finding patterns in data and seeing possibilities in the future. Intuitors are described as right brain. They prefer to focus on possible innovations, new markets and products, and adding value.

Thinking or Feeling (T – F) - The way they prefer to make decisions and the different ways of prioritizing and organizing information and coming to conclusions.

Thinking Characteristics.

Those who choose Thinking take a detached approach. They step back to analyze the situation, assess the pros and cons, and choose the rationale alternative. They question and critique before making decisions. For them, a good decision is one that is based on objective reasoning

Feeling Characteristics.

Those who choose Feeling put themselves into the decision-making situation to assess how it will affect everyone involved: They will ask, Does it fit with my values? How does it affect people? For them, a good decision is one that "feels good."

Judging or Perceiving (J – P) - How people prefer to arrange their external lives. The J-P preference can be the source of the greatest amount of interpersonal tension.

Judging Characteristics.

Those who choose Judging plan ahead and work toward closure. They want structure and schedules, and like to come to decisions and move on. Judgers are annoyed by interruptions and surprises. For Judgers there is usually a "right way" and a "wrong way" to do anything.

Perceiving Characteristics.

Those who choose Perceiving like to have an open, fluid calendar with loosely defined plans. They find structure and schedules inhibiting, and trust their ability to respond resourcefully and energetically to changing environments and final deadlines. Perceivers enjoy the process and options. They handle surprises and interruptions well.

General Characteristics of CenterMark™ Sixteen Types

Below are thumbnail descriptions of each of the sixteen types. There is no right or wrong type, the workplace needs them all. Self-knowledge is validating and strengthening. An in depth description of each of the sixteen types is accessible on the type map.

Sensing Types		Intuitive Types	
with Thinking	with Feeling	with Feeling	with Thinking
ISTJ - 11-14% Overseer, Inspector Depth of concentration Detailed, Systematic Reliance on facts Super dependable Conservative Logic and analysis Task-oriented	ISFJ - 9-14% Provider Protector Depth of concentration Painstakingly systematic Facts and details Warmth and sympathy Stable, Dependable Organized	INFJ - 1-3% Prescient Developer Innovator of ideas Quietly forceful Grasp of possibilities Determined People-oriented Organized	INTJ - 2-4% Director, Strategist High achiever Logical Critical Decisive Innovator of ideas Independent, Determined Often stubborn
ISTP - 4-6% Practical analyzer Values exactness Cool and curious Observer, Reflective More interested in organizing data than situations or people	ISFP - 5-9% Sympathetic manager of facts and details People-oriented Dependable Systematic Concerned with systems and organization	INFP - 4-5% Proponent, Messenger Imaginative, Independent Reflective Inquisitive Empathic Perfectionist Possibilities vs Practicalities	INTP - 3-5% Inquisitive analyzer Creative ideas Definer Reflective, Curious Independent Logic and analysis Adaptable
ESTP - 4-5% Promoter, Realistic Adapter in the world of material things Practical Tolerant Detail-oriented	ESFP - 4-9% Performer, Entertainer Ease with environment Natural negotiator Observant Sociable	ENFP - 6-8% Planner of change Grasp of possibilities Communicator Integrator Understands others Energetic, Flexible	ENTP - 2-5% Planner of change Inventive Analytical Resourceful, Enthusiastic Offers solutions Alert and outspoken
ESTJ - 8-12% Executive type Industrious Decisive Fact-minded Aggressive Gets the job done Practical organizer	ESFJ - 9-13% Provider, Guardian, Harmonizer, Sociable Involved Realistic, Fact-oriented Opinionated Tuned to here and now Organized	ENFJ - 2-5% Teacher Imaginative, harmonizer Expressive, Opinionated Conscientious Persuasive Ideas and possibilities Organized	ENTJ - 2-5% Commander Innovative Organizer Aggressive, Forceful Analytic, Systematic Frank, Decisive New ideas and possibilities

The range of percentages given demonstrates distribution of types in the U.S. population at large.

Remember, the assessment is not a measure of your abilities in any area. It is designed to help you become aware of your particular personality and to understand and appreciate the ways in which people differ. Each type and each individual has special gifts. There is no right or wrong type. Each person is unique.

Your results on CenterMark suggest your probable type based on your choices, however you should decide if this fits your personal perceptions of your personality type. We suggest that you explore the descriptions of all the types to verify your results.

ENTJ Introduction

Field Marshals

- Frank and decisive
- Natural leaders
- Think on their feet
- Exude confidence
- Are well-informed
- Action- and achievement-oriented

ENTJ

Male 3-6%
Female 1-4%

Percent of
US Population

The theme of ENTJs is commanding. They devise strategy, provide structure, establish plans, sequence events, and direct others in reaching the goals dictated by the vision of the organization.

ENTJs are born to lead. So natural are their leadership abilities that it has been said that ENTJs cannot not lead.

ENTJ Characteristics

They are rarely content to quietly stand back. On those occasions calling for them to follow, they do so, as long as they know that their steps will bring them closer toward their goal. Fortunately, these instances are rare—people spot their leaderships qualities early and they do not stay a follower for long.

ENTJs' penchant for quick, decisive action leaves others in the dust. Problems invigorate them. ENTJs excel in executive positions demanding innovative solutions.

They love to learn and acquire new skills, particularly if it will advance them toward their goals. With their focus on the big picture and their ability to handle complex issues, it is not uncommon to find them at the helm of a company or organization.

Executive positions also provide a much needed independence and freedom to operate. ENTJs are quickly disillusioned and unhappy when stifled or overcontrolled.

ENTJs' basic attitude is one of "There's got to be a better mouse trap." Usually they find the ambiguous fascinating and seek clarity.

Expect them to question anything and everything. Yet, when in pursuit of a new idea or concept, they can demonstrate a great deal of tenacity in order to learn and find out.

While others experience hindrances as obstacles, ENTJs typically view them as stepping-stones.

ENTJ Learning Style

ENTJs learn by conceptualizing, abstracting common features, and developing categories. They are adept at learning abstract ideas and less skilled at learning by association or rote.

They find learning to be inspiring and a major way to move a career forward.

They enjoy challenges, analysis, and problem solving.

Like tools that reflect their organizational abilities such as outlines, charts, diagrams, and graphs.

Are interested in how information will affect the future.

Learn best through a variety of training methods and with an instructor who is well organized.

Enjoy debates and verbal critiques of their work, as long as their competence is not questioned.

Can be global or linear learners.

Like seminars.

Like reading if they can settle down long enough.

Enjoy group projects, reports, and team competition.

Like listening.

Prefer open-ended instruction.

ENTJ On a Team

ENTJs are the leaders, pure and simple.

Bring total dedication to a project.

Contribute by being goal-oriented, organized and delivering results.

Use frank logic to influence team members.

Are adept at finding flaws in proposed solutions.

Analyze processes, solve problems, and critically examine possible solutions.

Concentrate on the big picture. Can sometimes appear too overpowering or controlling to other team members.

Push hard to reach goals, sometimes too hard.

Provide models to enhance understanding.

Want work done immediately and can grow impatient.

Become irritated when others do not display the same level of commitment or attentiveness towards time for completing a project as they do.

Are not interested in discussing an issue after clarity has been reached.

Are frustrated by anything that wastes time, resources and does not contribute to the goal.

Although preferring to be in charge and soaring with the eagles, they can be team players if that is what it takes to get the job done, for the focus is on efficiency, i.e., get the most for the least.

ENTJ Contributions to an Organization

ENTJs are skilled at analysis, recognizing conceptual differences and creating categories. As strategists, they map out all feasible events well in advance, develop an action agenda, a well-thought-out outline, and an overall scheme.

They build models, often theoretical ones, to solve complex problems, enigmas, riddles and get people to work toward goals.

Not surprising, ENTJs enjoy bringing an organization to a point where it delivers superior performance.

ENTJs take charge and are adept logicians. Readily and joyfully, tackle confusion and inefficiencies.

Radiate confidence to all with whom they come in contact. Are strategic in their approach to choosing an organization's or project's direction. Always focus on the organization's goals. Are highly skilled in analysis.

Rarely take "no" for an answer. Delight in mental challenges and solving interesting problems. Bring structure and order to an establishment. Excel in environments going through tough times.

Generate results with lots of energy. Find competition thrilling. They can become consumed by work; work and home lives are often not separated.

Form commanding, thoughtful, and precise plans. Favor long-term over short-term goals.

Can be frank, decisive, and tough-minded with people when dealing with a variety of situations. Are open to new ideas or strategies that allow moving forward quickly. Are unafraid of change.

Loyalty is to the organization and solving future challenges.

Suggestions when coaching ENTJs:

- If you want ENTJ employees to give a superior performance, just turn them loose to develop a strategy to solve a complex problem or implement a change. Provide them with informal assurance and positive feedback, as they usually are ahead of everyone else in attempting to understand causes and reasons.
- ENTJs have a high need for achievement. However, achievement is typically measured by standards set by the ENTJ, not by society or the organization. Their achievement need is reflected in a constant drive for competency and an ever-present, even if hidden, fear of failure. Performance feedback and reprimanding that consider this need will be much more effective. ENTJs are their own worst critics and already know their "errors" and shortcomings. As a result, they are usually quite open to criticism—as long as it is impersonal and to the point.

- Their standards for achievement are constantly escalating for self and for others. At times, they may need to be gently reminded of their overly high expectations. Remember ENTJs find bureaucracy frustrating, with protocol and paperwork a waste of time that could best be spent planning. Be prepared to offer them the logic or rationale behind the standard operating procedures. Don't expect them to take anything on faith or on "authority." They may put more faith in the "model," the probable sequences needed to achieve the goal, than the reality of the situations. Thus, they may ignore some of the practical factors involved in implementing their vision.
- It is essential for them to have support staffs and team members who have a more concrete, practical orientation, unless they want to spend a lot of extra time and energy operating out of their "short suit." ENTJs may need to be coached on how to show appreciation to others. They can easily see that praise is needed if they know the practical value of it, but they may need reminding.
- While empty praise turns them off, ENTJs do value feedback from someone whom they judge to be competent to give it. They want to know when their idea worked and their efforts yielded results. If, as the praise-giver, you do not see the impact of positive comments on the ENTJ, do not be discouraged; keep those positive comments coming.

ENTJ Approaches to Problem Solving and Decision Making

They know that where there is a will, there is a way—and ENTJs will find it.

ENTJs ask questions of others to help sort out their own thoughts.

Ask if there are other ways to seek solutions.

Look for other situations similar to this problem.

Examine new, untried, or different approaches to problem solving and are willing to try them.

Logically chart out the foreseeable outcomes of each possibility.

Try to see if there are greater implications beyond what has been obviously stated.

Strategically determine the cost and the resources available for implementation of each possible solution.

Create contingency plans if obstacles are encountered.

In any situation, apply logic first, then look at the larger picture, next consider all the facts and finally consider people.

ENTJ Change Management

Individuals in organizations deal with changes and challenges differently. Some are excited and stimulated. Some are fearful and cautious. Some feel overwhelmed, depressed, and unmotivated.

At the extremes, one person finds change stimulating and exciting, responding energetically and creatively to new challenges; another feels depressed and stuck, unable to let go of the past and ineffective in adjusting to new realities. A number of factors influence how individuals respond to organizational change: personal history and past experiences, family, education, and cultural values. Still another factor that affects how we respond to change is our personality type.

ENTJs respond energetically to the need for change. They will quickly analyze what is going on and what needs to be done to achieve goals. They then act forcefully to implement their ideas. They readily design systems and feel comfortable once they have developed a clear plan. Whenever possible, ENTJs will take a leadership role. Their difficulties in change situations arise from what they are likely to overlook—details and steps that may be necessary to achieve their vision—and the emotions of people who are different from them.

Needs:

A leadership role. Help with the details and the emotions of people.

Technical, financial, and human resources support.

When needs are not met:

May become critical, dictatorial, and judgmental. Cut options too soon.

Contributions:

Lead, sell, and design logical plans and systems.

ENTJ Management Style

ENTJs cannot not lead—leading is like breathing. They generate energy and enthusiasm for work.

ENTJs will typically take charge and command with such assurance that others usually follow easily (unless they are so highly conceptual that would-be followers become concerned about lack of pragmatism and realism). ENTJs expect others to autonomously and independently implement outlined plans. They may be disappointed and even baffled when others do not act as independently as they themselves do. Moreover, individuals incapable of demonstrating some capacity for contributing toward the future may find themselves left behind in the dust.

ENTJs like to make decisions. Their focus is on policy, goals, and a vision of where the organization is going. They are keenly aware of the inner workings of the whole organization and its various subsystems. Consider the typical ENTJ manager a "trailblazer"—even if at times the trail does not lead in the general direction of the rest of the organization.

ENTJs find actively and openly discussing difficult issues exciting and necessary for growth—do not take them personally and are surprised by those who do. They enjoy complex issues and results-oriented settings. Quickly take charge of any situation and act immediately, usually with great finesse.

Are not afraid to take risks when deemed necessary. Are logical, decisive, tough and unafraid of unpopular decisions. Expect and count on people to carry out their part of the plan. Want independent and freethinking colleagues and employees; seek to be challenged by others in their thinking or behavior.

Take pride in treating people well and utilizing resources to the maximum. ENTJs easily run the company and manage people directly instead of indirectly. They do not take authority at face value; typically question and test it.

Expect to be followed, not questioned.

Suggestions when persuading ENTJs:

- Emphasize goals, results, schedules, and outcomes.
- Focus on consequences.
- ENTJs trust logical reasoning above all. Be prepared to offer them the rationale behind an event or policy and understand that they seldom can accept anything merely for what it is.
- Try not to get lost in debates.
- Present a series of options, but let the ENTJ decide what should happen and how.
- Ensure the proposal is presented competently, and that all assertions are credible.

ENTJ Conflict Resolution

ENTJs enjoy a lively debate and may be quite outspoken, but overall they prefer an atmosphere of calm and self-control. Conflicts are to be resolved logically and rationally and emotionalism avoided.

They tend to deal directly with conflicts and do not hesitate to lay all the thoughts on the table.

They may have to be reminded to take care of their feelings and others' feelings, rather than insisting on cool logic. Failure to allow some expression of feeling may indeed result in exactly what they were trying to avoid—emotional outbursts. Active listening is a skill they would do well to master and use.

ENTJs may be viewed by others as the cause of the conflict due to their drive to critique and improve systems.

Under extreme stress, or fatigue, ENTJs may:

- Withdraw and want to be alone.
- Have intense emotions that may or may not be expressed.
- Be very sensitive to criticism.
- Act impulsively.

ENTJ Careers

Because of their combination of preferences, ENTJs are naturally drawn to a wide variety of occupations. In listing occupations that are popular among ENTJs, it is important to note that there are successful people of all types in all occupations. However, the following are careers ENTJs may find particularly satisfying. This by no means represents a comprehensive listing. It is included to suggest possibilities ENTJs may not have previously considered.

BUSINESS/ENTREPRENEURIAL

- Executive
- Senior Manager
- Strategic Planner
- Administrator
- Human Resources Manager
- Sales Manager
- Marketing Manager
- Financial/Bank Manager

FINANCE

- Investment Broker
- Financial Planner
- Economic Analyst
- Mortgage Broker
- Credit Investigator
- Stockbroker

PROFESSIONAL

- Attorney
- Judge
- Psychologist
- Science/Social Science Teacher
- Chemical Engineer
- Biologist
- University Teacher

CONSULTANT/TRAINING

- Business Consultant
- Executive Coach
- Management Consultant
- Educational Consultant
- Program Designer
- Management Trainer
- Employment Development Specialist
- Labor Relations Specialist

ENTJ Communication Style

ENTJs are precise in their speech. They speak with energy, excitement, and enthusiasm. The number-one focus for ENTJs is to get to the point, and get to it as efficiently as possible. To them, wasting words and time is to demonstrate disrespect for others.

Easily tracking the complex verbalizations of others, they quickly notice inconsistencies in language, contradictions and shifts in positions.

They think on their feet and reply quickly.

Prefer talking in person, not communicating in written reports.

They favor brevity, preciseness, and succinctness, along with objectivity and mental exactness.

Display wit; love to play on words.

Take pleasure in deliberating the pros and cons of various options.

Offer presentations that are orderly and follow a systematic process.

Focus on addressing schedules and deadlines to generate accomplishments.

Are persuaded through cool, logical analysis, not emotion, or personal values.

Persuade others with an objective passion, decisiveness, and logical ordering of the facts.

ENTJs see the big picture, present that first, and speak of long-term missions and objectives, focusing on results and accomplishments.

Give impersonal feedback and criticism.

Suggestions when communicating with ENTJs:

- Remember ENTJs think while talking.
- They like to talk face-to-face; if that is not possible, they prefer the telephone and short e-mails to paper.
- Give them clear, unambiguous directions along with stated goals and objectives.
- Expect ENTJs to reject and challenge that which is inaccurately presented and based on inferior data.
- They expend great energy and expect those in their association to do likewise.
- ENTJs value the theoretical, insight, understanding, comprehension, knowledge, genius, and precision.

ENTJ Motivators

ENTJs prefer situations where they can be in charge and they can develop and implement their vision.

They seek efficient systems and people, or the opportunities to create such.

Prefer working in an organized and orderly fashion.

Seek the freedom to marshal people, forces, and resources together to accomplish goals.

ENTJs desire advance warning and detest surprises.

ENTJs shine in situations where they can display their competence.

Thrive when their hunger for problem solving is met.

Find the ambiguous exciting and strive for clarity.

ENTJs need recognition for their ideas, knowledge, and competence.

Because ENTJs value autonomy and work better when given freedom, consider rewarding and recognizing them by allowing them license to set their own schedule or work plan.

ENTJ Opportunities for Growth

ENTJs can achieve personal growth by:

Monitoring their overzealousness.

Slowing down and backing off occasionally—mistakes may occur with quick decisions.

Being sensitive to the needs and imperfections of human beings, sometimes others perceive ENTJs as arrogant or so task-focused that they feel slighted.

Learning to exercise patience with other people's work habits and timeframes—ENTJs can be an intimidating, formidable force.

Acknowledging the contributions of others more. Considering others, giving praise and showing appreciation.

Letting other people lead. Letting go of their overcontrolling and overstructuring of others' work.

Remembering to focus on the details and routines. Allowing for the emotional responses of others.

Gaining input and commitment from people before charging ahead. Taking into account all sides before making a decision.

Valuing others' input or advice—remembering practical considerations and personal constraints do crop up.

Staying in the present, watching for the facts and what is happening now instead of leaping towards the future.

Practicing greater awareness of their feelings in any situation to avoid unexpected emotional overreactions and explosions.