

CenterMark Type : ENTP

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.

ENTP Introduction

Inventors, Classic Entrepreneurs

- Logical and rational thinkers
- Find creative ways to improve quality, expand markets, and achieve goals
- Skilled at troubleshooting and overcoming serious problems

ENTP

Male 3-7%
Female 2-4%

Percent of
US Population

The theme of ENTPs is invention, not just of concrete objects, but also new ways of doing things as a means to an end.

They are interested in the patterns of nearly everything and frequently go from one thing to the next, inventing prototypes, and having faith in their ability to improvise rather than extensively prepare.

They are the engineers of human relationships and systems as well as the more scientific domains.

ENTP Characteristics

ENTPs are exciting and enthusiastic, friendly, outgoing, and talkative people. They can be clever and amusing, constantly scanning for the new and unusual around them. They notice possibilities everywhere and are resourceful in making what they imagine become a reality.

Impulsive and versatile, ENTPs love surprises and are adaptable to change. They are creative problem solvers and can be especially good at using their interpersonal charm and wit to turn impasses into opportunities.

Logical thinkers, ENTPs are easily able to weigh the cause and effect of various choices and critique several options at once.

They often enjoy debating issues, with equal passion for either side! Spontaneous and easygoing, they look for fun in everything they do and bring zest and originality to every project.

ENTPs typically are very project-oriented; they can become obsessed or very absorbed by an assignment or activity they tremendously enjoy.

ENTPs are skilled at analysis, seeing differences, and creating categories. As engineers, they map out all the feasible events well in advance, developing an action agenda, a well-thought-out outline, an overall scheme (although the ENTPs are more content than the NTJs to have only a rough sketch before proceeding).

They adapt and improvise means to an end, the building of models (usually theoretical models), solving complex problems, enigmas, and riddles.

ENTPs can keep several issues in their mind at the same time. What is even more amazing, they seem to be able to talk about them simultaneously.

They are adept at improvising an expedient solution to a problem as a situation develops. Behind this skill is a constant awareness of the structure of the situation, relationship, or edifice.

The ENTPs' invention is an external process, responding to the situation. They devise tools and techniques as means to achieve an end.

ENTPs function continually in the realm of the possible and when absorbed in their latest project, they can think of little else.

With an energy level sometimes exhausting to behold, they are virtually tireless in the pursuit of their latest goal—as long as their interest in the project holds.

ENTP Learning Style

ENTPs are passionate about learning and enjoy competition and stimulating environments.

Suffer in highly structured, rote, and fragmented learning situations.

Need to grasp the model inherent in the material before proceeding.

Find future-oriented theoretical questions and essay exams the most appealing.

Are easily bored once the major problems or challenges are solved to their satisfaction.

Enjoy challenging instructors and classmates.

Learn through participating in discussions plus questioning and challenging others.

Global learners. May need choices and deadlines.

Like autonomy.

Like seminars.

Like reading and listening.

Prefer open-ended discussions.

ENTP On a Team

ENTPs supply clear ideas and inventive new insights.

Contribute elevated degrees of enthusiasm and energy.

Provide analysis, solutions and identify opportunities.

Bring different viewpoints and information to the table.

Question and examine different pathways and possibilities.

Dare the group to go beyond the status quo.

Focus on future possibilities, not current limitations.

Sometimes present too many possibilities and concepts, possibly overwhelming others.

Are apt to grab the limelight with so much energy and enthusiasm.

Irritate others by editing everything down to a theoretical model.

Become frustrated with others who do not look at new prospects or fail to have a can-do attitude.

Want others to be able to discern the trivial from the important.

Can be irritated by others who do not think abstractly, or who are unable to separate the essential from the trivial.

Influence the team members by offering different perspectives as well as the information or research data needed.

ENTP Contributions to an Organization

ENTPs are confident, dynamic, energetic, and sparkling and others enjoy being around them. They bring contagious humor and dynamism to tasks.

ENTPs have an entrepreneurial spirit and can cleverly make do with whatever or whoever is at hand, counting on their capability to solve problems as they arise, rather than carefully generating a detailed blueprint in advance. They view work as one stimulating and adventurous challenge after another.

Delight in troubleshooting and conquering major problems. Inspire self and others to go beyond stated goals.

ENTPs think conceptually and are skilled in analysis. They generate creative ideas and are highly innovative.

Ingeniously discover new methods and processes. Are extremely flexible, versatile and embrace ambiguity.

Find start-up projects exciting and routine processes boring. Like achievement.

Seek to become increasingly competent in work.

Delegate details of the vision and its implementation to others.

Brilliantly perceive market trends, future designs, and products.

Go for, and are excited by, the big picture.

Are alert and outspoken. Encourage and reward risk taking.

Easily take initiative and instigate change.

Are loyal to the movers and shakers of an organization.

Suggestions when coaching ENTPs:

- Give them continual opportunities to increase their competence and skills.
- Within the organization, ENTPs are good at directing their energies towards change and the development of long-range strategies to effect that change, or the constant design of new products and revision of present ones.
- Turn-ons are logic, a calm atmosphere, justice, coherence, and accuracy.
- Turnoffs are incompetence, loss of control, rigidity, absolute statements, inexact language, and inefficiency.
- Provide them public-speaking opportunities and projects that involve working with a diverse group of people and tasks.
- Avoid telling them when and how to do it.
- Give them start-up projects to work on that have flexible schedules.
- Have staff available to help implement their ideas and solutions.
- Avoid giving them routine, repetitious, or mundane work.

ENTP Approaches to Problem Solving and Decision Making

ENTPs thrive on finding ways around obstacles.

Want the rationale behind the data.

Unceasingly question all the possibilities in seeking alternate solutions.

Attempt to find other situations similar to this problem.

Are skeptical of information until it is validated.

Focus on understanding and comprehending the entire situation before examining the specifics.

Want to know if there are greater implications beyond the obvious.

Debate the pros and cons.

Seek to understand what is alluded to by the facts and compiled information.

Begin by looking at the big picture, next apply logic, then consider the impact for people and finally look at the facts.

ENTP 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.

ENTPs find changing situations stimulating. They respond quickly, and, to them, no idea is too crazy to try out. They read their environment and the people in it well and enjoy interacting with others; this, added to their enthusiasm and creative ideas, can energize a group. They avoid plans, routines, and details whenever possible, preferring to take action and trust their resourcefulness. The problem ENTPs may have in change situations is changing too quickly and too globally, ignoring positive parts of the past and the needs of others.

Needs:

Logical change. Ways to buy-in, generate ideas, and participate.

Independence. To keep moving; to take a leadership role.

When needs are not met:

Easily distracted, ignore structure and schedules.

Become rebellious, even troublemakers, critical of competing ideas.

Contributions:

Look at pros and cons. Creative problem solvers.

ENTP Management Style

ENTPs view limitations as challenges to be overcome. They are “big-picture” people who find it challenging to see how many ways there are for fitting the various pieces of the whole together. Their ability to see the big picture enables them to generate many creative alternatives for just about any system. These qualities make them well suited for a variety of entrepreneurial initiatives.

ENTPs are individualistic and prefer to operate autonomously and assume that others do too.

They excel at persuading and inspiring others with enthusiasm and imagination.

Can readily become engrossed in a project that interests them.

ENTPs prefer to ignore standard or traditional paths in accomplishing long-term visions.

Prefer precision and are irritated by inefficiency, errors and extraneous information. Continually thrive for perfection in themselves and others.

Are enlivened by formulating theories and constructing models or systems.

Excel in crises, seeing them as challenges to be overcome. Are unafraid to take risks.

Promote and reward independence in employees.

Value ideas, energy, willpower, and ingenuity in others.

Do not give and receive praise easily.

Believe power and authority are granted by competence, not title, or tenure.

Easily take the initiative to get a project going.

Suggestions when persuading ENTPs:

- Expect many questions.
- Discuss proposal's research base.
- Be a credible source of information.
- Ensure that the proposal is presented competently, all assertions are credible, and show how the proposal will increase quality and or break new ground.
- Allow time to process.
- Discuss a broad range of possibilities for the future, and show how the proposal can help achieve ENTPs' vision or support their strategy.

ENTP Conflict Resolution

ENTPs easily jump into debates, being both candid and frank. It is the process of debating they seem to enjoy the most, and unlike the other fifteen types, the ENTPs have a great gift for arguing multiple sides of an argument at the same time. For ENTPs, lively debates provide more information, while for others it spells confusion.

They strictly avoid expressing emotions and prefer to resolve conflicts logically and reasonably.

They use ingenuity and intelligence to convince others of their point of view.

Want to use analysis and principles to resolve conflict and may take an objective, nonpersonal approach to people.

Under extreme stress, or fatigue, ENTPs may:

- Be pedantic about unimportant details.
- Do things in excess—e.g.: eating, drinking, or exercising.
- Express emotions in an intensive and uncontrolled way.
- Be very sensitive to criticism.

ENTP Careers

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

BUSINESS/ENTREPRENEURIAL/LAW

- Management Consultant
- Venture Capitalist
- International Business
- Manager: Finance/Banking
- Auditor
- Credit Investigator/Mortgage Broker
- Sales Manager
- Owner: Restaurant/Bar
- Law Administrator

PLANNING AND DEVELOPMENT

- Strategic Planner
- Investment Broker
- Inventor
- Human Resources Systems Developer
- Special Projects Developer
- Real Estate Agent/Developer
- Computer Analyst
- Industrial Design Manager

CREATIVE/MARKETING

- Advertising Creative Director
- Marketing Researcher/Planner
- Architect
- Public Relations Specialist
- Literary Agent
- Musician/Composer
- Photographer
- Journalist
- Actor
- Broadcaster

TECHNICAL/TRADES

- Engineer: Chemical/Mechanical/Aeronautical
- Mechanic

POLITICS

- Politician
- Political Manager
- Political Analyst
- Social Scientist

EDUCATION

- Administrator
- Teacher: Preschool/Elementary
- Teacher: Special Education/Reading
- Athletic Coach

ENTP Communication Style

ENTPs are precise in their speech. They are adept conversationalists and speak with wit and play on words. Easily tracking the complex verbalization of others, they notice inconsistencies in language, contradictions and shifts in position.

They speak with passion and commitment.

Reply quickly, thinking on their feet; display wit and word play in speech.

Prefer talking in person, not communicating in written reports.

Like brevity, succinctness, objectivity, and mental exactness.

Detest excess information or material; may keep topics short.

Talk about, and are attracted to, insights and unusual approaches.

Frequently debate the pros and cons of various options, either internally or with others.

Offer presentations that can be highly complex.

Will consider a schedule, but avoid and resist tight timetables.

Are persuaded through cool, logical analysis.

Persuade others through compelling explanations.

See the big picture and future destinations and presents these first.

Talk continually of larger possibilities and alternatives; present information as always tentative, adaptable and changing.

Suggestions when communicating with ENTPs:

- Remember ENTPs think while talking.
- ENTPs like to talk face-to-face. If that is not possible, their second choice is the telephone and short e-mails are preferred to paper.
- Since ENTPs are frequently impatient with errors and covering ground already covered, it helps to apologize ahead of time when asking ENTPs to repeat themselves.
- Remember, ENTPs are turned off by over emotionalism, exaggerating and bungling.
- Expect them to reject and challenge that which is inaccurately presented.
- Ask for their input before charging ahead.

ENTP Motivators

ENTPs need freedom to maneuver, and become irritated by rules, regulations, and procedures.

Revel in designing plans and projects, building theoretical and conceptual models and overcoming limitations.

Enjoy the absence of routine and bureaucracy.

Emphatically resist being over controlled and over managed.

Do not respond to coercion, pomp, and assigned authority.

Excel in situations where troubleshooting and change are necessary.

Soar in environments where change, flexibility, risk, and competency are present.

Prefer working in start-up and entrepreneurial phases of a project, not in the implementation.

Appreciate opportunities to use their conceptual skills and creativity.

ENTPs respond best to a work environment that allows them to assume enough authority and responsibility to get results, while imposing minimal oversight, structure, and constraint.

Ask them to be a part of a project that offers a challenge or to serve on a task force with senior management.

ENTP Opportunities for Growth

ENTPs can achieve personal growth by:

Remembering the importance of human needs and feelings in projects—not everything is cool, logical reasoning. Trying to thaw out a bit when talking with others—listening more and debating less; others can sometimes see them as critical, impersonal and distant.

Learning to exercise greater patience with others who are different from them and who bring different talents to the table. Paying more attention to details and project follow-through. Learning to surround themselves with more structure so that projects are completed.

Practicing setting realistic goals and timeframes. Focusing on finishing current projects before moving on to new ones. Balancing staying in the present with being in the future. Building greater tolerance for the organizational system—learning how to use rules and regulations to advance their work, not hinder it.

Remembering that asking questions does not reflect negatively upon their competence. Recognizing and listening to others' suggestions, accepting that not knowing everything is OK.

Tempering their competitive edge—it is not always useful. Giving more recognition and appreciation to others. Practicing giving their inspirations, analyses and models a day or two of rest—they may spot real flaws when they return to them.

Being wary of overextending themselves with their excitement over possibilities and new projects.

Remembering that since they have a tendency to tinker and revise until they get things just right, and will work tirelessly on changes that improve the system, their colleagues may see them as a workaholic.

Taking care not to expect others to share their workaholic philosophy, given their continual drive for perfection in themselves and others. They must realize their workstyle is different and that others do not put the same value on work that they do.

Not assuming that additional training will be seen as a reward by other workers, who may view it as a chore or a comment on the quality of their work.