

<b>CenterMark Type : ESTJ</b>
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## 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.

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

## **ESTJ Introduction**

### **Life Administrators, Pillars of Strength, Take Charge**

- Performance-oriented, cooperative, authoritarian
- Motivated to achieve superior results according to plan and on time
- Provide direction, organization, and structure to get things done
- Decisive and opinionated

### **ESTJ**

Male 10-12%  
Female 6-8%

Percent of  
US Population

The theme of ESTJs is supervising, with an eye to the traditions and regulations of the group. They are interested in ensuring that the standards are met and the consequences for not following those standards are delivered. They want to keep order so that the organization, group, family, and culture will be preserved.

ESTJs are natural managers, directors, or executives, and, when offered the chance to show their abilities, they pour their energy into the job. They enjoy directing the show, relish the opportunity to map out what needs to be done and like to assign the right people to the task. Once assigned, they had better be up to the challenge.

## **ESTJ Characteristics**

ESTJs, above all, are realistic, concrete, and specific. You can count on ESTJs to follow through. And, very little, if anything, is left to chance. While they tend to comprehend the whole operational picture, they can be sticklers for detail.

They want to be accountable and responsible. They are known to be diligent, focused, energetic workers. Indeed, they tend to demand more from themselves than anyone else.

ESTJs have little sympathy for ineffective or inefficient work and confusion unnerves them. They have a clear-cut view of what it means to do a job well and after one warning or explanation, they are not likely to show a great deal of patience. When the situation warrants it, they will not hesitate to reprimand an employee or even fire a person who really cannot be dealt with in any other way.

ESTJs are not shy about letting people know their values. They are open and straightforward about their views, preferences, prejudices, and decisions. When it comes to relating to people with a similar style, their unvarnished personality may be found to be refreshing.

ESTJs are unlikely to hide their feelings behind a mask or say something just because they know someone wants to hear it. They are themselves and that is that.

ESTJs tend to be exceptionally loyal to any organization they join. Their contribution is one of assuring that the integrity and goodness of the organization is perpetuated and solidified over time.

ESTJs are comfortable with proven authority and are likely to put faith and trust into credentials, hierarchies, and systems, which have served organizational purposes well.

ESTJs are typically both highly gifted and skilled at anything having to do with logistics. They are masterful in getting the right things in the right place in the right quantity and the right quality at the right time and to the right people.

Their thought process is linear. They tend to be very focused and direct their thoughts toward problem-solving situations in a step-by-step, linear fashion.

In other words, their thinking process is one of building on cognitions, associations and blocks of sequential, orderly information, as opposed to concepts in an intuitive, less structured manner.

## **ESTJ Learning Style**

ESTJs are linear learners. They like learning as long as it is structured and with a purpose.

Desire schedules, agendas, and timeframes to support their planning nature.

Learn best with hands-on, concrete, and visual activities—workbooks, drills, and memorization are most helpful.

Are fact-oriented and have little use for theories or concepts without seeing the immediate practical applications.

Need to know the course content, the requirements for success, and when assignments are due, in order to feel prepared.

Expect instructors to be fair, consistent and to evenly apply the rules to gain respect.

Dislike deviations from the schedule or assignments.

Need to know why before doing something.

Enjoy group projects, team competition.

## **ESTJ On a Team**

ESTJs bring a driving force to the team for planning and accomplishment.

Enjoy working on a team.

Run efficient meetings, stick to the agenda, and want everything accomplished on time and on schedule.

Take responsibility, get things done, and expect others to be prepared and to follow through.

Challenge others to live up to their high standards of excellence.

Provide a logical structure in which to pinpoint problems and carry out tasks.

Are concerned with the present realities, not future concerns.

Have a tendency to take over.

Conduct business with a no-nonsense and direct demeanor.

Frustrated when meetings are not focused or fail to follow clear agendas.

ESTJs are irritated by team members who are chronically late, miss meetings or not paying attention.

Can irritate others by being too blunt.

Do not appreciate actions that waste time or stray away from the task.

Influence team members by defining the task and identifying issues to match personal goals.



## **ESTJ Contributions to an Organization**

ESTJs believe deeds matter, words do not.

Masterfully create efficient systems. Are the ones to get things done.

Complete tasks accurately and on time; are sticklers for details.

Practical and realistic, moving systematically towards goals.

Have a genius for logistics. Get results. Handle problems directly and decisively.

Are terrific at organizing and structuring processes and people.

Prefer predictability and order, abhor confusion.

Find goal setting and making plans to achieve that goal to be second nature.

Like accomplishments and actual, physical, practical applications.

Create and use "to-do" lists, masterfully setting priorities.

Approach and examine work in a logical, orderly fashion.

Oriented towards the here and now and easily spot defects.

Action-oriented and do not hesitate to be tough-minded.

Operate best with stated standards and measurements for success.

Are especially loyal.

### **Suggestions when coaching ESTJs:**

- Give them work with clear directions, expectations, and focused schedules.
- Avoid presenting them with too many last minute changes or crises.
- Try not to bend the rules too much.
- Give ESTJs opportunities to apply experience to practical work.
- Be decisive and fair.
- Give praise where praise is due, and criticism where criticism is due.

## **ESTJ Approaches to Problem Solving and Decision Making**

ESTJs want to know the risk of not acting.

Define problems exactly; want to know all the data and collect all the facts.

Seek to understand what others are currently doing about a particular issue.

Look to what was done previously about a problem.

Use past experiences to fix present predicaments.

Chart the logical consequences, both positive and negative, of each solution.

Have a deep and strong sense of what is right or wrong when choosing possibilities.

Determine the costs of each solution.

Ascertain if action is necessary.

Apply logic first, then look at the facts, next consider the larger picture and finally focus on people.

## **ESTJ** 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.

Changing environments stimulate ESTJs to create a new order and system. They strongly dislike inefficiency and waste, and they will focus on organizing people and resources as quickly as possible. They are good at including necessary details and at dealing with practical and realistic problems. They are oriented toward quick action and bottom-line results. This may lead them to structure and plan the situation too quickly and their practical orientation may make it hard for them to see possibilities different from their experience.

### **Needs:**

To know the purpose of change (the who, what, when, where and why), especially if things are working fine.

Given logic and data. Constant information.

### **When needs are not met:**

May become critical, vocal, bossy, and impatient.

Cut off options too soon.

### **Contributions:**

Create structures, schedules, and systems.

## **ESTJ Management Style**

ESTJs are born to marshal resources, people, and projects. Take charge of a situation or organization quickly and decisively. They count on people to carry out their part of the plan. Will give greater and greater responsibility, over time, as people prove themselves.

Prefer to concentrate on the work, not the people conducting the work. They are direct and resolute in getting to core issues. Enjoy tackling immediate problems and getting results.

Focus feedback typically on correcting behavior and giving direction to get back on track.

Use time-tested, established methods to achieve short-term results.

Are very conservative towards change, set high standards, and stick to them.

Believe authority is gained over time, is assigned, and is made known by title. Presume conduct is governed by logic and believe people should behave logically.

Expect to be followed and obeyed. Will offer appreciation to followers who earn it by producing.

Provide direction and a results-oriented blueprint, but also seek input and suggestions.

### **Suggestions when persuading ESTJs:**

- The underlying theme when communicating with ESTJs should be costs and benefits of practical applications.
- Be direct.
- List the pros and cons of each alternative.
- Show how savings can be made in quantifiable terms.
- Do not leave questions unanswered.

## **ESTJ Conflict Resolution**

ESTJs tend to be confrontational when standard operating procedures, roles, rules, or boundaries (right or wrong) are violated.

Confront and discipline logically and impersonally.

Apply broad policies; individual contexts or personal considerations are not usually considered.

ESTJs experience conflict when things are not logical or do not go according to plan. They may not regard interpersonal or group process issues as conflict, and are less comfortable when emotions are brought into play.

May overdepend on past experience when seeking solutions.

### **Under extreme stress, or fatigue, ESTJs may:**

- Withdraw and want to be alone.
- Have intense emotions that they may or may not express.
- Attribute unrealistic negative meanings to others' actions or statements.

## **ESTJ Careers**

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

### **MANAGERIAL**

- Executive
- Manager: Finance/Bank Officer/Loan Officer
- Project Manager
- Office Manager
- Administrator
- Small Business Manager
- Plant Manager
- Data Base Manager
- Purchasing Manager
- Retail Store Manager

### **PROFESSIONAL**

- Stockbroker
- CPA
- Auditor
- Credit Analyst
- Insurance: Agents/Brokers/Underwriters
- Sales: Tangibles e.g., Computers, Real Estate
- Attorney
- Judge
- Pharmacist
- Dentist
- Physician: General Medicine
- Computer Analyst
- Chef

### **TECHNICAL/INDUSTRIAL/TRADES**

- Engineer: Mechanical/Applied Fields
- Agriculture
- Construction
- Clinical Technician

### **SERVICES**

- Police Officer/Detectives
- Military Officer
- Funeral Director

- Government
- Security

## **EDUCATION**

- Teacher: Trades/Industrial/Technical
- Teacher: Secondary
- Teacher: Math
- School Principal/Administrator

## **ESTJ Communication Style**

ESTJs are concrete and specific, not abstract and theoretical in their speech. They tend to provide specific, detailed, and relevant information, especially about the steps involved in achieving specific results.

Speak with energy and forcefulness. ESTJs like brevity, succinctness, objectivity, and mental exactness.

They think on their feet and reply quickly.

Prefer talking in person, not written reports.

Do not typically engage in small talk or chummy discourse.

Prefer to present facts followed by practical applications.

Offer presentations that are orderly and follow a systematic process.

Like addressing schedules and deadlines.

Are convinced, and convince others, by cool logical reasoning.

Communicate targets and destinations first.

Speak of missions and objectives, focusing on results and accomplishments.

Are oriented towards the present day, not the distant future.

### **Suggestions when communicating with ESTJs:**

- Remember ESTJs think while talking.
- ESTJs prefer to talk face-to-face. If that is not possible, the telephone and short e-mails are preferred to paper.
- Given their "take-charge behavior," it is expected that ESTJs are anything but passive in any situation. They like to know where they stand at all times, and only under unusual circumstances will they take a back seat in any conversation pertaining to them or in the establishment of role relationships.
- They tend to be visual, concrete, and realistic. The ESTJs want their colleagues to get to the point and stick to the point. They may ignore important aspects of communications with others, such as relating to peers and others at work, in a personal way.
- Present information to them in an orderly manner.
- Remember to address schedules and deadlines when talking with them.



## **ESTJ Motivators**

ESTJs seek opportunities to work with hardworking people who follow through.

They want opportunities to be responsible, set things right and preserve the organization.

Prefer efficient systems that allow everyone to achieve personal goals along with the organization's goals. Prefer a highly stable, secure, predictable, consistent, and orderly environment.

Do not mind impersonal discussions but work best in an atmosphere providing a sense of belonging.

Choose work assignments that offer the opportunity to use their terrific logistical mind.

Detest surprises, desire advance warning.

Want activity, not contemplation.

Desire closure and to accomplish everything that they set out to do.

Prefer surroundings where interruptions and interference are at a minimum.

## **ESTJ Opportunities for Growth**

ESTJs can achieve personal growth by: Being attentive to developing people skills. Being less blunt and taking into account people's needs, desires, feelings, and values more frequently.

Being patient with others—not everyone is capable of their driving energy. Letting other people lead. Becoming aware of overcontrolling, overdirecting, forming decisions or opinions too quickly and their always "being right" attitude.

Practicing paying attention to processes—running over others to achieve an end is harmful in the long term. Periodically modifying their expectations in order to keep people motivated—their high expectations can sometimes be out of reach for others who may become disillusioned.

Training themselves to frequently give positive feedback, acknowledgement, and recognition—the niceties of doing business and good manners keep organizations running smoothly.

Learning the art of giving positive feedback as opposed to critical evaluations and direction.

Listening carefully to others' ideas, alternative sides, and new information—do not be a horse with blinders on.

Being open to new ways of doing things and the benefits of change, or they will miss out on opportunities.

Understanding that rigidity, being stuck in a rut, and expecting others to "be like them" will hinder more than help.

Paying closer attention to the "big picture" in order to balance short-term goals.  
Exploring alternatives and options before making decisions.