

| |
|-------------------------------|
| |
| CenterMark Type : ESTP |
| |

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.

| <i>Sensing Types</i> | | <i>Intuitive Types</i> | |
|---|---|---|---|
| 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.

ESTP Introduction

"Just Do It", Action-Oriented Realists, Negotiators

- Quick thinking, hands-on doers
- Negotiate and seek compromise to accomplish concrete results
- Keen observers of data, facts, details, and people

ESTP

Male 5-6%
Female 2-4%

Percent of
US Population

The theme of ESTPs is promoting. Adept at picking up on minimal nonverbal cues, they are able to anticipate the actions and reactions of others and charm them into having confidence in them.

They are highly gifted negotiators, entrepreneurs and salespersons, and they know how to maximize every moment of their waking hours. Indeed, they are the people who love life in the fast lane, and they are masterful at inching things in their direction when it comes to interpersonal interactions. They thrive on action and the use of all available resources at hand, sometimes to the point where the means justify the goals.

ESTP Characteristics

ESTPs are friendly, energetic, and active people with great powers of observation and the ability to be completely in the moment at all times. They are realistic, curious, and pragmatic, tending to speak directly and clearly without worrying about hidden meanings or ulterior motives. ESTPs are usually easygoing but can be firm believers in taking responsibility for one's self. They tend to like activities that are active and physical in nature and enjoy a certain amount of risk taking.

Spontaneous and playful, ESTPs enjoy being at the center of attention and are often the life of a party. They are good at noticing the specific details of any situations, sizing up a problem and then quickly responding to it. They are better at immediate, rather than long-range problem solving. ESTPs can be good negotiators and tough, logical decision-makers when necessary, but they prefer a "live and let live" attitude and lifestyle.

Their commitment is to solve concrete problems. They have no need to fight the system; they just go ahead and take the necessary action. Established norms and procedures pique the pride and cleverness of ESTPs. They are likely to ask themselves, "How can I obtain an objective with minimal interference from the system?"

ESTPs can be counted on to get things going, to get the ball rolling—albeit at times the ball may accelerate faster than anyone anticipated.

ESTPs tend to be easy to get along with and people seem to enjoy cooperating with them. ESTPs are comfortable in giving verbal praise. The feedback provided by ESTPs tends to encompass whatever it takes to get people to do the job. Always with an eye out for new opportunities, ESTPs change their positions quickly as new facts are presented.

ESTPs value action—living on the edge of great challenges or disaster can be very exciting.

They need variation, challenges, and opportunities to demonstrate their great skills in dealing with the unexpected.

ESTPs are skilled at anything tactical, maneuvering to overcome obstacles. They are quite resourceful and able to use whatever is at hand to get the job done.

ESTPs operate from, and value, firsthand experience instead of theories.

ESTP Learning Style

ESTPs become absorbed in learning when it generates prompt rewards.

Grow restless if active learning and high energy are not part of the environment. Do best when topics apply directly to their interest.

Are usually bored by theorizing, long-range planning, focusing on concepts, and learning material that has little immediate relevance.

Seek instructors who are entertaining, fun, and who provide many activities; do not hesitate to challenge them when they are too abstract.

Excel when learning is active and involves participating with others.

ESTPs would rather learn through hands-on methods such as projects. They choose to be shown how to do something rather than hear about it.

Frequently they do not read directions, so confident are they that they can solve concrete problems. However, refusing to read directions sometimes results in doing things the hard way.

They have an exceptional talent for accurate observation and like to use these skills in learning.

They enjoy translating their observations and skills into tangible (visible) and immediate results.

Learning is not undertaken for learning's sake, but for the results it can produce, the tools it provides them with, or how much fun it is.

ESTPs are not averse to learning; however, they place far greater emphasis upon putting what they have learned into immediate action.

Linear learners. They may need help in organizing.

ESTP On a Team

ESTPs influence team members by establishing goals, direction, measurement, and purpose. React quickly to reinforce or modify proposals.

They are persuasive, and skilled at convincing others.

ESTPs are enthusiastic and fun loving; having fun is a motivator.

Hands-on and action-oriented, they want to try something, not just talk about it.

Takes responsibility for tasks, to locate resources, and resolve problems.

Are concerned with present realities. Focus on impersonal analysis of data to reason logically from cause to effect.

Willing to compromise if needed to get the process moving.

Can annoy team members by improvisation and acting too quickly.

Sometimes uses sarcasm to the detriment of others.

Frustrated by team members who are passive, unfocused or unrealistic.

ESTP Contributions to an Organization

ESTPs like a lively, exciting, energetic work setting; are action-oriented and like to make things happen quickly. Place their whole body and soul into a project.

Become absorbed only in their interests. Seek current factual and realistic information.

Are skilled and vital negotiators. For them, nothing is constant and there are no standards etched in cement.

Masters of troubleshooting and are usually successful when "firing from the hip." Provide optimism and a "can-do" attitude. Meet challenges head-on and straightforwardly. Work to resolve obstacles.

Undaunted and willingly accept risks. Initiate personal and work organizational skills as the moment demands.

Function best in an environment that may appear chaotic, but work is usually well put together in the end.

Strive for efficiency and generating short-term results. Provide grounded, blunt, and sober assessments.

Seek impactful solutions that show a brilliant performance. Embrace risk, readily adapt to changing situations. Are committed to their projects and enjoyment of problem solving. Turn-ons are practical and expedient ways to get things done.

If you want ESTP employees to give superior performance, be sure the job provides opportunities for maneuvering and wheeling and dealing.

ESTPs are autonomous, wanting to call the shots on their own actions. In reporting relationships with their superiors, ESTPs tend to be masterful at getting out of a situation what they want. For example, they may be told to take specific corrective action when circumstances are turning out negatively or adversely. While they typically will agree to do whatever they are asked to, it is quite likely that they will do what they think is appropriate anyway.

Suggestions when coaching ESTPs:

- Provide them with technical work to do, where they can focus on the task, not the people.
- ESTPs function best when they are challenged and excited. Give them opportunities to put out fires and rally the troops.
- Remind them of deadlines and project finish dates.
- More often than not, their actions tend to be the better choice, particularly if they find themselves in crises. Nonetheless, when directly confronted and threatened with the possible consequences of their actions, they may dig in their heels and become even more insistent on doing what they want.

- Therefore, it is most often appropriate not to threaten ESTPs. The reason is obvious: freedom for ESTPs is held in extraordinary high esteem and anyone attempting to diminish, harm or threaten that freedom is, one way or another, heading for trouble.
- Keep in mind that under adverse circumstances ESTPs seldom build up antagonism and grudges. Rather, they tend to get even and then go on with the art of living.
- Avoid supervising too closely.
- Encourage contingency planning. Ignore their "pack-rat" tendencies.

ESTP Approaches to Problem Solving and Decision Making

ESTPs search out the facts to a problem.

Gather together information on what others in the organization are actually doing.

Look at what has been done previously about the situation.

Quickly determine exactly what the predicament is and to what it is related.

Rely on experience.

Rapidly weigh the pros and cons of various options.

Make a decision immediately on the course of action.

Assess the workability and practicality of a solution.

See barriers and rules as simply obstacles around which to maneuver.

First look at the facts, secondly apply logic, next consider people and finally view the larger picture.

ESTP 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.

Change is exciting and challenging to ESTPs, who are practical, problem solvers. What is uninteresting to them are theories, long-range plans, tight structures, and careful timelines. ESTPs are resourceful troubleshooters with realistic problems, and they learn best by plunging in and interacting with their environment. Their strength is in doing what is immediately doable, and they include others in the process. However, until they can see the new environment and begin acting in it, they can feel out of their element.

Needs:

Action and independence. Responsible for on-the-spot decisions.

Not to get bogged down.

When needs are not met:

Become frustrated when nothing is happening.

Ignore requirements and expectations. Create action, even when inappropriate.

Contributions:

Problem solvers; get people moving.

ESTP Management Style

ESTPs' style is pragmatic and expedient. They do whatever needs to be done to get the job done now, usually with the least possible effort. As leaders, they do not fight the system but use what is there and available.

They are at their best when responding to crises. Their motto could be "Seize the day and the opportunities."

ESTPs are very good at persuading others to their point of view. They are known for their ability to motivate and inspire others and are able to blend differing views together and keep things moving forward. However, they may stress followers with their spontaneous flexibility and continual excitement.

They can be energizing, charming, and gregarious. On the other hand, if they want to, they can turn off those wonderful traits and play hard ball.

Swiftly perceive and clarify a problem, collect opinions, offer alternatives, and determine immediate action.

ESTPs can observe a system and see how it actually works, can find where breakdowns and errors occur, and can figure out the corrections needed very rapidly.

They believe that everything can be changed—personnel, procedures, policies—are all negotiable in the crisis.

Expect leadership to be based upon performance, not position, or length of employment.

As leaders, they are often viewed as outstanding troubleshooters since they work to solve problems. The ESTPs have a keen sense of reality and can spot trouble early. Their capacity to focus 100% on the present situations often leads to effective and beneficial results.

Suggestions when persuading ESTPs:

- Answer these questions: "Where is the crisis?" "Why are we doing it?" "What are the stakes?" "How soon can we go and do it?"
- Show energy and enthusiasm.
- Provide options.
- Show how savings can be made (in quantifiable terms).
- Translate benefits in terms of how they affect the bottom-line.
- Answer all questions directly, and include an appropriate level of detail.
- Strike while the iron is hot—ESTPs can be impulsive, so the urgent requirement today may not be so urgent tomorrow.

ESTP Conflict Resolution

ESTPs tend to meet conflict head-on. They are not afraid to call a spade a spade. They tend to be great tacticians and deal with adverse circumstances with a great deal of flair and energy.

Become stubborn if threatened, creating more conflict.

Have little patience with prolonged anxiety or strained relationships; avoid or leave them when irresolvable.

Are good negotiators who are flexible, open-minded, willing to compromise, and able to see and bring together divergent views and different sides to an issue.

Willing to try a new approach if the previous one does not work; readily adopt others' ideas if they will work better.

May be less aware of or comfortable with the personal aspects of a conflict, so the solutions they propose may de-emphasize or overlook these elements.

Under extreme stress, or fatigue, ESTPs may:

- Become quiet or withdrawn from people.
- Take a bleak view of the future.
- Cease to adapt to changing circumstances.
- Have intense negative feeling towards others, which they may openly express.

ESTP Careers

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

BUSINESS/ENTREPRENEURIAL

- Real Estate Broker/Agent
- Land Developer
- Marketing
- Wholesaler
- Insurance Agent/Underwriter
- Auditor
- Sales: Retail/Auto/Insurance
- Auctioneer
- Exporter

FINANCE

- Stockbroker
- Banker
- Investor
- Financial Planner
- Auditor

TECHNICAL/INDUSTRIAL/TRADES

- Engineer: Mechanical
- Carpenter
- Radiologist
- Farmer
- General Contractor
- Construction
- Electrician

CREATIVE/SPORTS

- Sportscaster
- News Reporter
- Promoter
- Tour Agent
- Craftsperson/Artisan
- Dancer
- Chef
- Professional Athlete/Coach
- Fitness Instructor/Trainer

EDUCATION/SERVICES

- Teacher: Adult Education/Trades/Industrial/Technical
- Fire Fighter
- Police Officer
- Paramedic
- Detective
- Pilot
- Investigator
- Government Employee
- Military Officer/Enlistee
- Bartender

ESTP Communication Style

ESTPs speak with energy, excitement, charm, wit, and joviality. They are concrete and specific in their speech. Language is but a tool in their tool kit of things to use to get things done.

Present conversation information in concrete, realistic, no-nonsense terms, but many ESTPs are also skilled in using abstract language to meet their ends.

Masterfully perceive the tiniest nonverbal clues and skillfully mirror the language of others.

ESTPs speak with vitality and dash. Reply quickly and deftly think on their feet.

Are at ease giving verbal praise, acknowledgement, and lots of pertinent information.

Believe it is okay to consider a schedule, but avoid tight timetables in discussions.

Offer first-hand, personal experiences to make points.

Talk in terms of current possibilities and alternatives; present information as tentative and adaptable.

Communicate targets, destinations, and present realistic information.

Focus on current situations, not on future concerns.

Suggestions when communicating with ESTPs:

- The underlying theme when communicating with ESTPs should be costs and benefits of practical applications.
- Remember they prefer talking in person and interacting with others, rather than communicating with written reports.
- ESTPs have a short attention span; get to the point.
- Remember ESTPs' orientation is one of breadth, and they need to be encouraged to explore issues in-depth.
- Information gathering is grounded in what is real according to the five senses. This information is then assessed objectively and analytically. At the same time, they remain spontaneous, and flexible, and open to any new alternatives. Realize any change in direction is not necessarily impulsiveness.
- Expect to receive tentative and flexible information.

ESTP Motivators

ESTPs like associates who are equally hardworking.

Opt for situations where immediate concerns can be tackled.

Become annoyed with, and demotivated by, strict adherence to policies and procedures.

Work best with a well-organized support staff.

Find control, threats, and diminishing freedom restricting.

Want environments where opportunities abound, along with options and flexibility. Find opportunities to "wheel and deal" stimulating and rewarding.

Are at their best when mobile and can move around.

Relish challenge; thrive on solving problems and strive for visible and impactful payoffs.

Value working in environments that call for action and quick decisions.

Acknowledge ESTPs for their responsiveness, cleverness, and ingenuity, and recognize them with a practical award, such as an on-the-spot cash reward for specific performance.

ESTP Opportunities for Growth

ESTPs can achieve personal growth by:

Being aware that they may take on too much and they do not necessarily carry through with multiple projects.

Realizing they may get into trouble with being dependent on last minute improvisations, the adrenaline rush of emergencies and the ensuing stress that this creates for others.

Focusing more on setting priorities and goals to avoid continual "pressure-cookers" and the appearance of being irresponsible.

Taking time to plan ahead, prepare properly and learn to turn structure to their advantage.

Trying to look beyond the quick fix and into the longer-term effects of their decision.

Being aware of their impact on others; with their intense focus on problem solving, they can easily be inconsiderate and demanding.

Remembering that they can easily overwhelm people with their energy, activity, assertiveness, and love of drama and fun—picking their times wisely.

Learning to pace themselves appropriately, especially when stable environments are necessary.

Practicing balancing "Thinking with Feeling." Focusing only on facts, data, and details results in too strong an objective stance.

Learning to value the benefits of theory, concepts, and abstractions and creating greater tolerance for those personality types who need inner contemplation and time before taking action.

Making an effort to see the perspectives of others as factors to be considered. Taking time to listen to others. Listening for intent as well as the concrete and specific.