



TYPEFINDER

---

ENTJ

---

FOR THE WORKPLACE

REPORT FOR

# HOW THIS REPORT CAN HELP YOU

This report uses your results on the TypeFinder assessment to describe how you are likely to approach and deal with various situations in the workplace. The TypeFinder assessment is based on the theory of personality types developed by Katharine Cook Briggs and Isabel Briggs Myers, who were students of the work of psychologist Carl Jung.

Personality typing posits that many of the valuable differences between people that are observed in everyday behavior are the result of natural personality preferences. If these differences can be appreciated and understood, people can discover new ways to work and interact with others more effectively.

Specifically, this report will help you:

- Discover how your personality preferences guide you in the workplace
- Improve teamwork and communication as you gain awareness of those who may approach projects and decisions very differently to you
- Acquire more successful strategies for approaching and resolving conflict
- Explore the leadership style you use in a professional setting and how others might perceive and react to it
- Identify the most and least helpful ways for dealing with stressful situations
- Open up opportunities for development and growth

As you read this report, bear in mind that the TypeFinder assessment identifies your natural preferences, not learned skills or abilities. Regardless of your level of accomplishment in certain tasks, you will work better and be more satisfied if you are able to work in a way that complements your natural preferences. If you have to work outside your natural work style for long periods, you may find yourself becoming more anxious, and less productive as a result.



# YOU'RE AN ENTJ

ENTJ stands for Extraverted, Intuitive, Thinking, Judging. Each letter of your personality type describes a key aspect of who you are.

## E

### EXTRAVERSION

Your Energy Style

- Dominant
- Outgoing
- Energetic
- Communicative

Your energy style is Extraversion (in contrast with Introversion). This dimension describes how you manage your energy.

Extraverts are energized by engaging with other people. They approach the world enthusiastically and want to experience the excitement of life.

You enjoy:

- Interacting with people
- Being in busy surroundings
- Engaging with the outside world
- Expressing thoughts and feelings
- Being noticed by others
- Stimulation and activity

## N

### INTUITIVE

Your Cognitive Style

- Innovative
- Forward-thinking
- Visionary
- Bold

Your cognitive style is Intuition (in contrast with Sensing). This dimension describes how you process information.

Intuitives process information in an abstract, imaginative way. They focus on ideas and concepts that cannot be directly observed.

You like to focus on:

- Observing patterns and connections
- Interpreting meaning
- Imagining potential
- Ideas and concepts
- Innovation and creativity
- Possibilities for the future

## T

### THINKING

Your Values Style

- Analytical
- Objective
- Rational
- Blunt

Your values style is Thinking (in contrast with Feeling). This dimension describes your orientation to personal values.

Thinkers value logic, competence, and objectivity. They believe that every person has a responsibility to take care of him or herself.

You are concerned with:

- Using logical reasoning
- Being unbiased and impartial
- Considering costs and benefits
- Seeking consistency and justice
- Keeping a competitive edge
- Making objective decisions

## J

### JUDGING

Your Self-Management Style

- Ambitious
- Determined
- Organized
- Decisive

Your self-management style is Judging (in contrast with Perceiving). This dimension describes how you organize your life.

Judgers like structure and order. They keep organized and plan ahead, resist distractions, and stay focused on their goals.

You prefer to:

- Create a plan and stick to it
- See a task through to completion
- Adhere to a schedule
- Set goals and maintain focus
- Follow rules and regulations
- Set clear expectations



# YOUR PERSONALITY AT WORK

As an ENTJ, you are fair, logical, decisive, strategic, critical, assertive, visionary and controlled. You thrive on challenge and use logical analysis to bring about change, often using lists, schedules and structure to prompt action on specific tasks. Articulate and quick-witted, you project confidence and authority in a way that motivates people to follow you. Others may recognize you as a natural leader.

---

## Key motivators

- Taking on new challenges
- Achieving ambitious goals
- Efficiency and action
- Prestige, power and success

---

## Core values

- Changing things for the better
- Producing highly visible results
- Competence
- Professionalism

---

## Ideal work environment

- You work better in environments that move at a rapid, exciting pace
- You are most productive when you can work on a broad range of problems, issues and concerns
- You work best when you can plan your work and follow your plan
- You enjoy having people around to help develop ideas through discussion

---

## Preferred work tasks

- Rooting out inefficiencies
- Critically attacking problems for a successful outcome
- Precision planning and analysis
- Changing systems, people and processes for the organizational good

---

## Things you contribute to the organization

- Approaching problems intellectually, theoretically and critically
- Considering the long-range perspective of all possible solutions, not just the favored ones
- Pushing for action and decision making
- Achieving ambitious goals, often through sheer force of will



# WORKING WITH A TEAM

As an ENTJ, you have a tendency to take charge and enjoy your position as the powerhouse of any functioning team. Calm and businesslike, you keep your cool in stressful situations and work hard to mobilize team members around the strategic plan. However, your decisive nature means that you focus more on making a decision than on the emotional needs of the team. Some will respect your relentless drive for action; others may regard you as brusque and controlling.

---

## You help your team by...

- Developing a clear vision of what is possible
- Setting ambitious goals
- Accomplishing feats that others thought impossible
- Remaining resolute when others are hesitant or procrastinating
- Getting things done

---

## You may irritate others by...

- Becoming impatient if others do not take action and show progress immediately
- Making final decisions autocratically rather than advising or recommending a course of action
- Steamrolling over obstacles
- Force-fitting solutions, roles and agendas instead of truly understanding people's needs

---

## Action steps for better teamwork

- Be careful that you do not maintain such a high profile on the team that others feel they cannot fully contribute
- Make a conscious effort to recognize and reward positive contributions from other team members, instead of taking excellent performance for granted
- Try to influence others through collaboration and persuasion rather than overwhelming them with power



# COMMUNICATING WITH OTHERS

ENTJs have a sharp intellect and enjoy the battle of wits that comes with vigorous debate. You are quick to speak up in any situation and have trouble being anything other than honest about what you see. Commanding and resolute, your clarity of conviction is impressive, perhaps even overwhelming; you hold strong opinions and may not moderate them to appear sensitive or compassionate, even when others are offended by your candor. Co-workers always know where they stand with you.

---

## Key communication strengths

- You have the ability to visualize where the organization is going and are extremely skilled at communicating that vision that others
- You are quick to share your opinions with others and to find out theirs
- You enjoy the stimulation of intelligent debate and arrive at your best solutions through brainstorming and discussion
- A natural raconteur, you use your considerable debating skills to inspire and invigorate others to achieve more than they thought they could

---

## Areas of possible misunderstanding

- You strive to ensure that your opinion is recognized as the right opinion; others may perceive you as overbearing or intractable
- You quickly lose interest if someone doesn't "get it" and may shut down the conversation before all viewpoints are heard
- You may have trouble listening to others because you want to talk about your own thoughts and convictions
- You may be aggressive in stating your beliefs and/or ask questions in ways that are perceived by your colleagues as personal attacks

---

## Action steps for improving communication

- When you are speaking, stop occasionally to give your teammates a chance to respond
- Be prepared to use language of tact and comfort when dealing with people who may be offended by your uncompromising honesty
- Write down the main points of your argument so you can see what you are really saying and work out how best to get the point across
- Remember that rational thinking is not always supreme, and sometimes the best decision is the one that also takes account of personal feelings



# MANAGING CONFLICT

Your tolerance of conflict situations is higher than that of most people and you generally see conflict as challenging and healthy. In the majority of cases, you remain emotionally detached from the situation and do not thrive on conflict at a personal level. Since you are growth-oriented, you will seize the opportunity to learn from a conflict situation and will generally appreciate and act on any criticism, as long as it is logical.

---

## You help others by...

- Adding rationality, calm and professionalism to a conflict situation
- Helping people put their thoughts forward and defending them from assault
- Stopping the conflict before it becomes quarrelsome and potentially destructive

---

## You irritate others by...

- Dismissing any idea that does not stand up to rational scrutiny and with it, the person who had the idea
- Appearing cool and uncaring about the impact of the conflict on others
- Refusing to compromise when you believe that this might undermine your authority
- Forcing your opinions on others in ways that can seem overbearing
- Believing that the end always justifies the means

---

## Conflict may be triggered by...

- Challenges to your competency
- Having your opinions ignored or not taken seriously
- People who try to micro-manage you
- Unnecessary duplication of work effort
- Systems, protocols and people that do not work efficiently

---

## Action steps for conflict management

- Focus on winning consensus rather than trying to win an argument
- In a negotiation, start with the points you agree on and build from there
- Be careful not to start with the assumption that you are right and must be proven wrong
- Reflect on whether your desire to stand on your principles is hurting anyone and consider ways to resolve conflict solutions that are both rational and meet the needs of others



# TAKING THE LEAD

ENTJs are natural leaders and often take charge no matter how senior their position. Your biggest contribution as a leader is your willingness to make tough decisions and stand by them, even in the face of opposition. In the long-term, your goal is to build a world-class organization known for its efficiency, capability and innovation.

---

## How you inspire others

- You have a charismatic and commanding personality that inspires others to follow you
- You hold people to a higher standard than most, and constantly push your team to be the best it can be
- You strive to create a fair environment, where performance is evaluated objectively and rewarded fairly
- You demand competence and are less likely to tolerate lackluster or substandard performance

---

## How you make things happen

- You are action oriented and project a style that is take-charge, outspoken, frank, tough and decisive
- You enjoy managing others and will provide the goals, plans and structures that will help them work toward the overall objective
- You see the overall picture and create a clear vision for people to follow
- You make things happen by telling people what to do and assigning specific areas of accountability

---

## Developing your leadership style

- Limit the amount you direct and control others, since some team members will achieve more if allowed to take action in their own way
- Be careful that you do not build unrealistically high expectations
- Be wary of introducing too much change to your organization, rather than leaving well-established, workable systems alone
- You may wish to look for ways to include and show appreciation for others before plunging ahead with a decision



# MAKING DECISIONS

As an ENTJ, you are motivated to complete projects on time and will go for closure at the earliest opportunity. Driven to get things done, you enjoy being in a position to make the call and put plans into motion. However, you can be so focused in the pursuit of a goal that you may not include the emotional needs of the team in your decision making.

---

## Your decision-making strengths

- You crave structure and order, and make decisions by considering practical issues such as manpower, budgets and protocols
- You are adept at identifying logical but unintended consequences of actions, and will weigh up the pros, cons and worst-case scenarios before making a decision
- You limit the amount of time spent reaching a decision, and will implement plans swiftly and decisively
- You are driven by results and will strive to make decisions that improve the bottom line

---

## Your decision-making challenges

- You give priority to efficiency and may fail to consider how decisions will affect people on an emotional level
- You may make snap decisions and move to action too quickly, then have to redo work later
- You tend to be satisfied once you reach a decision, even if there are errors of fact

---

## Action steps for improving decision making

- Learn to examine how people will be affected by a course of action and add this understanding to your decision making
- Take care to fully define a problem before leaping to a solution
- Make sure the team has spent time discussing all the consequences and possibilities before implementing a decision
- Try to moderate your desire to control the decision-making agenda



# GETTING THINGS DONE

ENTJs enjoy projects, seeing them as a way of developing an innovative idea and bringing that idea to fruition. Hands on in your approach, you seek to create projects with a definite beginning and a definite end, and are skilled at providing the systems and procedures that will keep others on track. Despite being organized and structured in your approach, you often lose focus in the consolidation and maintenance stage of a project, preferring to quickly move on to bigger and better things.

---

## You help others by...

- Explaining the vision and helping people understand what the project means in the grander scheme of things
- Evaluating the original problem the project was meant to solve and ensuring that every step taken is moving toward that end
- Reliably delivering the work product on time and on budget
- Taking charge and getting things done

---

## You irritate others by...

- Focusing on the big picture and failing to see the details and intricacies that are important to the project's success
- Analyzing the project as a whole instead of accommodating each person's individual needs
- Getting so caught up in the project's current progress that you fail to listen to the insight and ideas of the group members

---

## Action steps for improvement

- Be careful that you do not issue directives for implementing the project without explaining the reasons why
- Try not to rush people through a project in your urgency to reach closure
- Make sure that you do not focus so much on the outcome of a project that you become disconnected from the process
- Explore ways of recognizing the small contributions that individuals make to projects as this can help people feel more confident about presenting their ideas



# GROWTH AND DEVELOPMENT

ENTJs have a thirst for knowledge and love learning any new skill that will help them solve a specific problem. In a learning environment, you focus on the "forest" rather than the "trees," often understanding material from numerous angles and beyond what is explicitly taught. As an extravert, you enjoy learning through discussion and sharing opinions with others. Your logical and theoretical nature means that you are less likely to learn when the material is based on subjective values rather than objective problem solving.

---

## Your learning is improved when...

- The information is laid out systematically, such that new information flows logically from information given earlier
- The material is geared toward solving a specific problem
- The learning requires you to initiate and lead competent study groups
- You are given the opportunity to create and follow a study schedule
- You are encouraged to read around the subject and learn in an individualized way

---

## How you view change

- You prefer change, frequently radical, to what is
- With your natural charisma, you can get people excited and optimistic about change
- You are willing to take charge and lead the organization through the change period
- Since you rarely form personal connections at work, you don't mind changes in who you work with

---

## Your learning is hindered when...

- The material is trivial or has no strong association with your vision or situation
- What you learn does not allow you to present yourself as an expert on the subject
- The material focuses too much on the small details
- Your learning-related successes are not publicly recognized by others

---

## Opportunities for personal growth

Significant growth may be achieved by developing the traits that are underdeveloped in your personality, such as:

- Pausing to think and obtaining more information before making a decision
- Being attentive to detail
- Consulting others and demonstrating that their ideas have been considered and incorporated into a collective decision
- Using softer and less critical language in communication
- Not implementing change for change's sake; appreciating the value of existing protocols that work well
- Becoming more tolerant of others' limitations



# COPING WITH STRESS

ENTJs are the least likely of all the personality types to report stress resulting from work. That said, no one is entirely immune from workplace pressure, and excessive stress can cause certain aspects of your personality to become exaggerated. You may lose your sense of direction and make decisions rashly. Or you may react to others with a strong temper, becoming hypercritical of your team members and their abilities.

You may not always be able to control the stresses in your work, but learning to deal with them constructively can help to minimize these adverse reactions.

---

## Events that may trigger stress

- Perceiving that your own mistake or lack of ability caused a problem
- Being told to do something trivial or demeaning
- Having your capabilities questioned
- Working within an unorganized environment and/or being subjected to frequent disruptions
- Working with people who you perceive to be emotional, lazy or incompetent

---

## Best ways to respond to stress

- Participating in a physical activity
- Reaching out to others for practical support
- Taking the time to assess the situation and reevaluate your decisions
- Exploring ways to reestablish your control

---

## Worst ways to respond to stress

- Withdrawing from the situations or avoiding people
- Spending a great deal of time alone
- Carrying on regardless, without addressing the source of the stress-inducing situation

---

## Others can help you by...

- Taking the time to prioritize tasks, and delivering on their commitment to finish certain tasks by a certain time
- Giving you the space to work through the stressful situation without distracting you or constantly asking for your assistance
- Celebrating successes, so you can put the problem in perspective and see how much you have already accomplished toward to overall vision

---

## Others may make things worse by...

- Expressing disbelief at the way you are behaving and feeling
- Repeatedly ask, "What's wrong?"
- Adding to your already hectic schedule without giving you some time alone to refocus and regroup



# ACHIEVING SUCCESS

Reaching your potential in the workplace means maximizing your strengths while working to overcome your weaknesses.

---

## Potential problems

- You like to get things finished and may grow impatient with long, slow jobs
- You have a tendency to act quickly, sometimes without thinking
- You can work without harmony, and may keep a cool distance between yourself and others
- You have a natural tendency to marshal and direct, which others may perceive as domineering

---

## Suggestions for development

- Slow down and gather all the information before reaching a decision to avoid making errors of fact
- Clearly state your intentions and motivations so that others understand why you are asking them to do something, rather than barking orders
- Be careful when prioritizing achievement over everything as this can strain team relationships
- Be careful that you don't expect too much of others or crush those you perceive as inefficient, lazy or incompetent

---

## Do:

- Consider ideas based on emotional considerations, even if they do not immediately align with your primary goals
- Be patient with people who need more time to think than you do
- Be sensitive to the impact your language has on others
- Lead by delegating more frequently so that others can develop pride and ownership in their work
- Train yourself to be a better listener and remember that others need to be heard

---

## Don't:

- Criticize - and if you must, do it respectfully
- Drive your team too hard
- Decide things too quickly, without proper consultation or taking account of immediate realities
- Assume you are always right
- Forget to show your personal side

