



TYPEFINDER

ESTJ

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 ESTJ

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

E

EXTRAVERSION

Your Energy Style

- Dominant
- Outgoing
- Straightforward
- Forceful

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

S

SENSING

Your Cognitive Style

- Practical
- Hands-On
- Conventional
- Detailed

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

Sensors process information in a concrete, realistic way. They focus on observing and recalling facts and details.

You like to focus on:

- Observing sights, sounds, sensations
- Noticing details
- Experiencing the present moment
- Concrete, provable facts
- Realism and practicality
- Knowledge from past experience

T

THINKING

Your Values Style

- Logical
- Objective
- Pragmatic
- Rational

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

- Organized
- Structured
- Decisive
- Persistent

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



TRUITY

YOUR PERSONALITY AT WORK

As an ESTJ, you are practical, organized, dependable, structured and decisive. You believe strongly in duty and perform without expecting something in return. Efficient and task-oriented, you are motivated to correct flaws, implement plans and hold everyone accountable for their actions. You prefer to do things by the book, however, and can be inflexible when faced with ideas that have not been fully developed.

Key motivators

- Sticking up for what you believe in
- Bringing order and efficiency to your surroundings
- Pushing others to participate fully in the organization
- Producing highly visible results

Core values

- Order
- Dedication
- Loyalty
- Control

Ideal work environment

- You are the most productive in a well-organized workplace with robust hierarchies, rules and systems
- You work best when you can plan your work and follow your plan
- You work better with people who reciprocate your values and strong work ethic
- You are less productive in an environment that does not have defined roles and responsibilities

Preferred work tasks

- Seeking practical and realistic solutions to problems
- Organizing people and resources to accomplish a task
- Enforcing policies and procedures
- Keeping projects running smoothly and efficiently

Things you contribute to the organization

- Reliably honoring your commitments
- Pushing for action and decision making
- Completing tasks with optimal efficiency
- Valuing and supporting the organization's policies, procedures and goals



WORKING WITH A TEAM

Loyal, patient and down-to-earth, ESTJs are natural networkers who enjoy connecting with others on a variety of challenges. Your excellent work ethic and desire to honor commitments make you a responsible and trustworthy team member who always challenges others to excel. Commanding and decisive, you sometimes have a tendency to control others rather than cooperating to get things done.

You help your team by...

- Doing what you said you would do, when you said you would do it
- Maintaining focus on the task or project
- Accepting criticism that improves the team's effectiveness
- Making sure that everyone plays by the rules
- You may irritate others by ...

You may irritate others by...

- Becoming impatient if others do not take action and show progress immediately
- Playing by the rules to the extent that you shut down risky new ideas
- Trusting authority figures without scrutiny
- Expecting obedience from people of a lower rank

Action steps for better teamwork

- Recognize that everyone has something to offer and that you have the most to learn from people who are different to you
- Resist the tendency to judge people based on their position in the hierarchy; instead, evaluate people based on their specific contributions
- Try to influence others through collaboration and persuasion rather than controlling them
- Learn to accept that new ideas may be necessary and can improve efficiency
- Be patient with people who need more time to reach a decision than you do



COMMUNICATING WITH OTHERS

ESTJs are honest and direct communicators who quickly get to the meat of the conversation. Efficient to the last, you communicate using straightforward statements and logical information; you have no time for waffle, small talk or off-topic briefings. You may get so up in the facts that you miss what others are thinking and feeling. Others know where they stand with you.

Key communication strengths

- You are quick to share your opinions with others and to find out theirs
- You keep the conversation on track as options are debated
- You relate information to what has happened in the past, giving people a clear view of the possible outcomes of a situation
- You pay attention to accuracy and details

Areas of possible misunderstanding

- You may irritate others by interrupting them in order to get your own point across
- You may become stubborn in your views and quickly dismiss input from others without really considering it
- Your language is so succinct that it may be interpreted as shutting down the conversation
- You may be overly forceful in your communication; others may perceive you as overbearing or insensitive

Action steps for improving communication

- Give everyone the opportunity to be heard
- Be prepared to use language of diplomacy when dealing with people who may be offended by your directness
- Don't defend your ideas to the point where others must conclusively prove you wrong before you change your opinion
- 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. You are not personally threatened by conflict situations and usually lead the charge in resolving conflict, rather than ignoring it. Since you are achievement-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
- Respecting individual experiences
- Establishing the ground rules of conflict resolution and making sure everyone abides by those rules
- Remaining confident and tough minded, even when the situation is spiraling out of control

You irritate others by...

- Having strong opinions about what is right and becoming judgmental
- 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

Conflict may be triggered by...

- Challenges to your competency, dedication or professionalism
- Unnecessary duplication of work effort
- Systems, protocols and people that do not work efficiently
- People who you perceive as lazy, obstructive or incompetent

Action steps for conflict management

- Focus on winning consensus rather than trying to win an argument
- Be careful not to start with the assumption that you are right and must be proven wrong
- Take additional time to develop rapport with the people involved in the conflict situation, since this will help you to see the impact of your behavior on others



TAKING THE LEAD

ESTJs are strong and confident leaders who establish clear principles and standards for their organization. You value hard work and responsibility, believing that everyone should do what they can to contribute to the organization's success. Your biggest contribution as a leader is your ability to create order out of chaos, establishing the clear rules, structures and hierarchies that will enhance the organization's effectiveness. In the long-term, your goal is to build a world-class organization known for its efficiency, capability and performance.

How you inspire others

- You lead by example, creating an organized plan that others can follow to efficiently complete their job
- 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 make the tough calls and project a style that is take-charge, outspoken, frank and decisive
- You enjoy managing others and will provide the goals, plans and structures that will help them work toward the overall objective
- You make things happen by telling people what to do and assigning specific areas of accountability
- You project natural authority but may expect others to follow you unconditionally without giving them clear reasons why

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 hold unrealistically high expectations of your team
- You may wish to look for ways to include and show appreciation for others before plunging ahead with a decision
- Find ways to lead through cooperation rather than being controlling



MAKING DECISIONS

ESTJs are logical and objective problem solvers who reflect on past experiences when deciding how to act in the present. You like decisions that increase effectiveness and believe that, once a workable solution is found, nothing else needs to be considered. This means that you implement plans swiftly and decisively. However, you may become so focused on the bottom line that you ignore the emotional needs of the team.

Your decision-making strengths

- You crave structure and order and will make decisions that are realistic, practical and reasonable
- You stand by your decisions, showing consistency of word and deed
- You are able to make difficult decisions when others are overwhelmed or procrastinating
- You work tirelessly to ensure that a decision is carried out despite roadblocks

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 focus on immediate realities and may not understand the long-term impact of your decisions
- 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
- 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
- Realize that decisions are not always black and white, and that some obstacles cannot be overcome no matter how vigorous the attempt



GETTING THINGS DONE

ESTJs enjoy projects, seeing them as a way of bringing an idea to fruition with optimal efficiency. You are driven to get things done and enjoy being in a position to organize the relevant people and resources, often creating lists, models and schedules to keep the project on track. Orderly and rule-abiding, you have an overwhelming desire to see things through to completion and will never abandon a project simply because it has become difficult or boring.

You help others by...

- Reliably delivering the work product on time and on budget
- Being clear about project goals and sticking to those priorities over the long term
- Creating methodical and systematic projects with a definite beginning and a definite end
- Taking on a variety of tasks and responsibilities

You irritate others by...

- Getting so caught up in the project's current progress that you fail to listen to the insight and ideas of group members
- Analyzing the project as a whole instead of accommodating each person's individual needs
- Micromanaging
- Becoming so fixated on the current systems that you dismiss ideas that might work better

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 people
- 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

ESTJs are practical individuals who enjoy learning any new skill that will help them solve a specific problem. 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 participate in competent study groups and debate the problem at hand
- You are given the opportunity to create and follow a study schedule
- The learning material uses practical examples and case studies

How you view change

- You value predictability and may struggle with sudden or unexpected change
- You are most likely to accept change when proven systems are put in place to help you through the change period
- You generally will not put up much resistance to change, particularly if you see that it is something management values

Your learning is hindered when...

- The material is overly theoretical or has no strong association with your current situation
- The material lacks practical application
- There are no opportunities to apply your learning to real-world tasks and problems

Opportunities for personal growth

- Significant growth may be achieved by developing the traits and preferences that are underdeveloped in your personality type, such as:
 - Pausing to think and obtaining more information before making a decision
 - Consulting others and demonstrating that their ideas have been considered and incorporated into a collective decision
 - Using softer and less critical language in communication
 - Becoming more tolerant of other people's limitations
 - Recognizing that change, sometimes radical, is a necessary part of business growth



COPING WITH STRESS

ESTJs seek to control their environment and are skilled at keeping stress levels within manageable parameters. Excessive stress can cause certain aspects of your personality to become exaggerated. You may become a flurry of activity; being busy for the sake of being busy without actually getting things done. You may become extremely sensitive, judging yourself and others harshly. Or you may explode with anger, becoming aggressive and dictatorial in your approach.

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

- Challenges to your authority
- Sudden change and/or dealing with systems that have not been tested yet
- Lack of control over your work processes or duties
- Working within an inefficient or unorganized environment
- Working with people who you perceive to be emotional, incompetent or disrespectful

Best ways to respond to stress

- Taking the time to assess the situation and reevaluate your decisions
- Exploring ways to reestablish your control
- Participating in activities that enable you to reflect on your feelings
- Reaching out to others for support

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
- Attempting new and unproven stress reduction techniques

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
- Helping you break down a stressful project into smaller pieces
- Listening to you without being overly sympathetic

Others may make things worse by...

- Expressing disbelief at the way you are behaving and feeling
- Adding to your already hectic schedule without giving you some time alone to refocus and regroup
- Reacting emotionally or imploring you to connect with your feelings



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 gathering just enough information to make a fast decision
- You have a strong work ethic and may get angry with people who do not meet your high standards of professionalism
- You may be blunt in giving criticism and/or fail to pay attention to others' feelings and needs

Suggestions for development

- Recognize that others work at a different pace and may need the flexibility to do things their own way
- Be careful that you don't expect too much of others or crush those you perceive as inefficient, lazy or incompetent
- Be careful when prioritizing structure over everything as this can strain team relationships
- Check that you are not overbearing in your push to get everyone to join in

Do:

- Be humble and judge yourself at least as harshly as you judge others
- Lead by delegating more frequently so that others can develop pride and ownership in their work
- Make an effort to truly understand alternative viewpoints
- Consider ideas based on emotional considerations, even if they do not immediately align with your primary goals
- Step out of your conformity and experience the occasional thrill of deviance

Don't:

- Criticize - and if you must, do it respectfully
- Drive your team too hard
- Dismiss ideas prematurely because you think that you already know the answer
- Get so caught up in doing the right thing that you fail to address your own and others' emotional needs
- Forget to show your personal side

