

**CHARACTERISTICS****IMPLICATIONS****ENTJ**

The theme of the ENTJ is commanding. ENTJs devise strategy, provide structures, establish plans, sequence events, and direct others in reaching the goals dictated by the vision of the organization. They are the natural organization builders and cannot not lead.

**CHARACTERISTICS****IMPLICATIONS***MANAGEMENT STYLE*

The management style of ENTJs is likely to be action oriented. They are the visionaries who communicate a vision of how the organization can change, marshalling the human and material forces to achieve future goals and objectives.

The ideal corporate structure is one in which they are provided with opportunities to take command and guide the organization toward solutions to distant significant goals.

ENTJs typically take charge and command with such assurance that others usually follow easily (unless they are so highly conceptual that would-be followers become concerned about a lack of realism). ENTJs expect others to autonomously and independently implement outlined plans.

They may be disappointed and even baffled when others do not act as independently as they themselves do. Moreover, individuals incapable of demonstrating some capacity for contributing toward the future may find themselves left behind in the dust.

Although preferring to be in charge and soaring with the eagles, they can be team players if that is what it takes to get the job done, for the focus is on efficiency, i.e., get the most for the least.

Team playing will not be for its own sake and will be readily abandoned when no longer efficient and effective.

## CHARACTERISTICS

## IMPLICATIONS

ENTJs like to make decisions and, as managers, their focus is on policy and goals and a vision of where the organization is going. They are keenly aware of the inner workings of the whole organization and its various subsystems.

ENTJs abhor redundancy and hesitate to state the obvious, so their communications are frequently terse, and they assume that they are understood. While they may communicate the essential aspects of their vision, they may leave others in the dark about the details of the vision and, as a result, they are sometimes considered quite arrogant.

Rationalizing that praise may appear redundant and obvious, ENTJs may not give praise and feedback as often as others need it. If the truth were known, it may be that they are embarrassed by praise, both in giving and receiving it.

While empty praise turns them off, ENTJs do value feedback from someone whom they judge to be competent to give it. They want to know when their ideas worked and their efforts yielded results.

Consider the typical ENTJ manager a "trail blazer" - even if at times the trail does not lead in the general direction of the rest of the organization.

They often need to pay special attention to spell out the details of their vision or work with someone who can assist them. Sometimes they are puzzled that others do not pick up as fast as they do; and when they experience resistance, doubt and hesitation, they can become quite frustrated.

They may need to be coached on how to show appreciation to others. They can easily see that praise is needed if they know the practical value of it, but they may need reminding.

The praise givers may not see the impact of their positive comments to the ENTJ. Do not be discouraged. Keep those positive comments coming.

## CHARACTERISTICS

## IMPLICATIONS

It helps to apologize ahead of time for asking ENTJs to repeat themselves or to explain a phenomenon in a different manner.

They tolerate prescribed procedures only when they contribute toward the goals of the organization.

## VALUES

ENTJs value the theoretical, wanting insight, understanding, comprehension, knowledge, genius and precision.

They seek efficiency, i.e., getting the most for the least effort in all that they are associated with.

ENTJs trust logical reasoning above all.

They abhor a lack of willpower.

ENTJs are frequently impatient with errors, snarled messes, covering ground already covered and other signs of inefficiency.

It is an especially attractive and productive environment that allows ENTJs to take charge and devise strategies for whatever arena can be theirs. Don't expect their strategies to be constant for very long since they are always in search of new and better ways to achieve goals.

They may ask incessant questions, especially "why" questions, and are not afraid to split hairs. They disagree intellectually and keep debates going not because they necessarily want to "win" - rather, their appetite for knowledge is insatiable.

They are ready to abandon anyone and anything that is not efficient, and they are known for not having a very long fuse.

Be prepared to offer them the rationale behind an event or a policy and understand that they seldom can accept anything merely for what it is.

ENTJs expend great energy; they expect those in their association to do likewise.

## CHARACTERISTICS

## IMPLICATIONS

## ATTITUDE

The basic attitude of ENTJs is one of, "There's got to be a better mouse trap." While they are always open to new ideas, they tend to be skeptical of their validity until logically proven otherwise.

Usually they find the ambiguous fascinating and seek clarity.

## SKILLS

ENTJs are skilled at analysis, recognizing conceptual differences and creating categories. As strategists, they map out all feasible events well in advance, developing an action agenda, a well thought out outline and an overall scheme. They build models, often theoretical ones, to solve complex problems, enigmas and riddles and get people to work toward goals.

Not surprisingly, ENTJs enjoy bringing an organization to a point where it delivers superior performance.

Expect them to question anything and everything. Yet when in pursuit of a new idea or concept, they can demonstrate a great deal of tenacity in order to learn and find out. While others experience hindrances as stumbling blocks, ENTJs typically view them as stepping stones.

However, they may be overly driven to seek clarity in the face of extreme ambiguity or they may block and become paralyzed by their view of the whole and all its parts.

If you want ENTJ employees to give a superior performance, just turn them loose to develop a strategy to solve a complex problem or implement a change; provide them with informal assurance and positive feedback, as they usually are ahead of everyone else in attempting to understand causes and reasons.

Don't expect them, however, to be disciplined day-to-day routine operators. They easily become bored and impatient when their imagination is left in a holding pattern.

## CHARACTERISTICS

## IMPLICATIONS

ENTJs are adept logicians.

In conversations where reasoning and logic are replaced by emotions, ENTJs typically are at a loss. For them, reasoning is reality and sentiments and feelings are very difficult to deal with.

Commanding for ENTJs is an external process, taking command in response to the needs of the organization and the lack of order they perceive around them.

Some ENTJs tend to manage by being controversial. Other ENTJs strive to manage by listening and making "strategic arrangements."

In their never-ending pursuit to achieve their goals, ENTJs marshal the forces. They have a knack for enlisting the aid of others toward the organization's goals.

When called upon to turn things their way, they can be quite surprised by negative reactions and resistance, because they usually experience themselves as being "right on."

ENTJs are precise in their speech. They are adept and energetic conversationalists and speak with wit and plays on words. Easily tracking the complex verbalizations of others, they quickly notice inconsistencies in language, contradictions and shifts in position.

Their number one focus speechwise is to get to the point, and get to it as efficiently as possible. Wasting words and time to the ENTJ is to demonstrate disrespect for others.

## DRIVING FORCE

ENTJs have a high need for achievement. However, achievement is typically measured by standards set by them, not by society or the organiza-

Performance feedback and reprimanding that takes this need into account will be much more effective. ENTJs are their own worst critics and already

**CHARACTERISTICS****IMPLICATIONS**

tion. Their achievement need is reflected in a constant drive for competency and an ever present, even if hidden, fear of failure.

know their "errors" and shortcomings. As a result, they are usually quite open to criticism - as long as it is impersonal and to the point.

Their standards for achievement are constantly escalating for self and for others.

At times they may need to be gently reminded of their overly high expectations.

**ENERGY DIRECTION**

Given these skills, values and attitudes, ENTJs direct all their energy toward acquisition of knowledge, competencies and implementation of their vision of how things can be.

If not given the opportunity to constantly learn, they are likely to lose interest, look depressed, or eventually create their own learning opportunities.

Energetic and tireless in their work, ENTJs are devoted to accuracy and precision, especially in charting the actions needed to reach the goal.

Expect them to reject and challenge that which is inaccurately presented and based on inferior data.

They hunger for problems to solve - the more complex, the better - and when they are in pursuit of achieving great and important goals and objectives, the word "no" loses all significance.

If ENTJs do not have problems to solve, they will make some or will take on someone else's problems. Uninvited, they may readily offer solutions, for it is painful for them to see problems in the organization and not be permitted to solve them or to contribute to their solution.

Within the organization, their energy will be directed toward change and the development of long-range strategies to effect that change.

ENTJs are organization builders, especially when circumstances are changing and there is a high need for their work environment to be prepared for future challenges.

**CHARACTERISTICS****IMPLICATIONS**

Turn ons are logic, calm atmosphere, justice, coherence, accuracy, and a sense of moving away from what is to what can become.

Turn offs are over-emotionalizing, exaggeration and unbridled imagination - all of which represent inaccuracy and "soft" approaches to problems which can in the mind of the ENTJ be solved by logic.

**AUTHORITY ORIENTATION**

ENTJs want the person in charge to be knowledgeable and competent. Authority is not granted by position. They will question authority and test it, especially in their own area of expertise. Of all the NTs, the ENTJ is most likely to take charge.

If the person in charge is not seen as knowledgeable and competent, there is little hope of getting ENTJs to accept their performance feedback as something worth paying attention to. They may follow orders and direction if they have something to fear such as loss of their job, but they won't do it nearly as well as what they do naturally, and may even "forget" or "bungle."

**ROLE PERCEPTION**

ENTJs tend to be proactive in relationships, that is, they take the first step in defining the relationship. Like a commander, they do not hesitate to give directions.

Basically, ENTJs do not have enough patience to wait around until someone else decides what steps to take. Sometimes, however, they would be well-advised to invite the respondents to take the initiative.

ENTJs tend to be competitive, sometimes just for the fun of it, and while others are bent on winning, the ENTJ seems to enjoy the process more than the final outcome.

It is useful to understand that ENTJs tend to be "big picture" people. Details, routines and specifics are left to others - sometimes arrogantly considered to be lesser souls.

## CHARACTERISTICS

## IMPLICATIONS

*CONFLICT RESOLUTION*

ENTJs enjoy a lively debate and may be quite outspoken, but overall they prefer an atmosphere of calm and self-control. Conflicts are to be resolved logically and rationally and emotionalism avoided.

They may have to be reminded to take care of their feelings and others' feelings, rather than insisting on cool logic. Failure to allow some expression of feeling may indeed result in exactly what they were trying to avoid - emotional outbursts. Active listening is a skill they would do well to master and use.

*MODES OF LEARNING*

ENTJs learn by conceptualizing, abstracting common properties and developing categories. They are adept at learning abstract ideas and less adept at learning by association and rote.

Sometimes their fear of failure can be their own worst enemy and may inhibit learning, especially if they have an audience or peer group which could assess them as not being very competent.

*BLIND SPOTS AND PITFALLS*

The ENTJ may overlook the human element in the drive for action that will achieve the goal.

ENTJs are intolerant of "nonsense." Again, some tolerance could be cultivated and put to good use.

They can be bitingly critical and sarcastic and may be seen as cold and distant.

ENTJs may resist efforts at coercion.

Be sure to "manage" them by using their drive for autonomy rather than resisting it.

## CHARACTERISTICS

## IMPLICATIONS

If they are overwhelmed by a fear of failure, they may prefer to plan rather than act and may develop detailed plans of what they are going to do. More often, however, they may prefer decisive action to careful consideration of all sides of an issue.

ENTJs may be impatient with others who see a need for further reflection and research. Indeed, once "the jury is in," they are not exactly known for re-surfacing and re-thinking decisions. There is always a sense of urgency and a desire to "get on with it." Anyone or anything disrupting their need and desire to expedite, even though it would improve the situation, may be in for some heavy going as the ENTJs of this world always seem to have a self-imposed sense of urgency, sometimes at the cost of perfection.

They may be intellectual snobs, with little patience for those less endowed with abstract intelligence.

They find bureaucracy frustrating, with protocol and paperwork a waste of time that could best be spent planning.

Sometimes for the sake of the success of the project, they might tie themselves to a chair in order to allow the reflection necessary for perfection.

Anytime ENTJs have determined that another person lacks in "smarts" or intelligence, do not expect them to display a great deal of understanding and compassion.

Again, be prepared to offer them the logic or rationale behind the standard operating procedures. Don't expect them to take anything on faith or on "authority."

**CHARACTERISTICS****IMPLICATIONS**

They may put more faith in the "model," the probable sequences needed to achieve the goal, than the reality of the situation. Thus they may ignore some of the practical factors involved in implementing their vision.

It is essential for them to have a support staff and team members who have a more concrete, practical orientation unless they want to spend a lot of extra time and energy operating out of their "short suit."

**CHARACTERISTICS****IMPLICATIONS****INTJ**

The theme of the INTJ is planning. INTJs devise strategy, give structure, establish complex plans and outline sequences of events in reaching distant goals dictated by a strong vision of the organization. They thrive on putting theories to work and are open to any and all ideas that can be put to use.

**CHARACTERISTICS****IMPLICATIONS***MANAGEMENT STYLE*

The management style of INTJs is likely to be planning oriented. They are the visionaries who find applications for theories and models to achieve long-range goals and outline all of the steps necessary to get there.

The ideal corporate structure is one in which they have opportunities to devise and implement long-range strategies aimed at the efficient and effective use of the resources of the organization.

The fiercely independent INTJ prefers autonomy and expects others to act autonomously and independently to implement the outlined plan. INTJs tend to have a real sense of urgency, especially when learning and implementing new concepts.

They may be disappointed and even baffled when others do not act as independently as they do themselves.

They are ruthlessly single-minded in their work toward achieving the goal and, truth be known, the relation of "boss-subordinate" is not as important to them as is being competent, knowledgeable and insightful.

Due to their seemingly unbending desire to improve, achieve and significantly contribute, they can fall out of touch with reality. Indeed, they may be bent on making things so much better in the future that they fall out of touch with the "here and now."