

ENTJ Essentials

Strategist Mobilizer™

Extraverting • iNtuiting • Thinking • Judging



Core Themes

ENTJs easily act as leaders with a vision. They bring in resources of all kinds and maximize talents to make the most progress. They can predict what's coming up in the big picture. They enjoy intuitive explorations and can buck convention. Where they can, ENTJs forge partnerships, mentor, and empower others. Often, they find they are running many projects. They know peace and conflict go together. They have a soft spot. They can get overwhelmed managing a lot of details of time and resources.

Unpack the Stack: ENTJs...

Lead with “Timely Building” (Te)

Utilize measurable data, tools, resources, and efficient procedures as they organize and make effective decisions.

Support by “Keen Foreseeing” (Ni)

Focus on a vision of the future, and on insights and realizations from the inner hidden world of the unconscious.

Struggle at “Active Adapting” (Se)

Enjoy the external world using their five senses and take concrete actions based on options before them.

Aspire to “Quiet Crusading” (Fi)

Listen to their feelings, convictions, and conscience to make choices that align with their identity and beliefs.



Let's explore...

this type from various angles including 4 developmental variants. As you read, consider what fits for you (or others), what has remained the same or changed over time, and options for where to go from here.

How ENTJs Lead with Heroism

Expedite Decision Making

Proactively meet goals. Often appear sure and confident.
Organize and fix to get positive results soon.

Timely Building

Measure and construct for progress.

Extraverted Thinking (Te)

Make decisions objectively based on measures and the evidence before you. Focus on word content, figures, clock units, and visual data. Find that “facts speak for themselves”. Tend to check whether things are functioning properly. Can usually provide convincing, decisive explanations. Value time, and highly efficient at managing resources. Tend to utilize mental resources only when extra thinking is truly demanded. Otherwise, use what’s at hand for a “good enough” result that works. Easily compartmentalize problems. Like to apply procedures to control events and achieve goals. May display high confidence even when wrong.

What flavor of Timely Building?

ENTJs can express this process in two ways. They likely develop a bias for one way early in life and may develop the other later.

“Manager” Te

Analytic/Yang Style: active,
focused, fixed, outward,
top down

Eyes success at a few ambitious goals. Speak logically and confidently. Apply a business mindset to affairs. Manage and drive others as resources to get things done. May put speed and profit above usefulness or accuracy.

“Builder” Te

Holistic/Yin Style: receptive,
diffuse, flexible, inward,
bottom up

Helpful hard worker. Efficient, frugal, economical, and timely. Focus on doing work right. Avoid distractions. Perfect details and optimize functionality. Comfortable with different forms of complexity and multiple projects.

How ENTJs Give Flexible Support

Chart the Process

Reflect on data and perceptions. Often appear focused and preoccupied. Attend to reference points.

Keen Foreseeing

Transform with a meta-perspective.

Introverted Intuiting (Ni)

Withdraw from the world and tap your whole mind to receive an insight. Can enter a brief trance to respond to a challenge, foresee the future, or answer a philosophical issue. Avoid specializing and rely instead on timely “ah-ha” moments or a holistic “zen state” to tackle novel tasks, which may look like creative expertise. Manage your own mental processes and stay aware of where you are in an open-ended task. May use an action or symbol to focus. Sensitive to the unknown. Ruminates on ways to improve. Look for synergy. Might try out a realization to transform yourself or how you think. May over-rely on the unconscious.

What flavor of Keen Foreseeing?

ENTJs can express this process in two ways. They likely develop a bias for one way early in life and may develop the other later.

“Visionary” Ni

Analytic/Yang Style: active,
focused, fixed, outward,
top down

Stick to a singular vision of the future to improve self and society. Be certain of a few compelling insights. Don't let go or water down. Turn realizations into principles. Apply many complex concepts. Act as a guiding spirit.

“Oracle” Ni

Holistic/Yin Style: receptive,
diffuse, flexible, inward,
bottom up

Hold lightly many interrelated insights. Connect to the many facets of the archetypal world. Open to transformation. Respond to others' questions, and innovate for the group. Cultivate an aesthetic or spiritual practice.

ENTJ Self-Portrait

From Conversations*: *What's it like to be you?*



Not organizing and not problem solving is hard for me. I am most comfortable in the idea development stage—the push for putting things together, new solutions, and improvements to take us to the next step. I have several dimensions I work in.

My focus has always been on finding what's preventing us from doing what we need to do. If it's lack of confidence or motivation, the solution is building that. If it's lack of skills, it's building skills. If it's rules or other inhibitors, I work to eliminate those. I value people, but I am quick to judge their value to the system and quick to judge my personal desire to be involved with them. I stand off if they don't meet my standards quickly, which can make me hard to know, and I think I am unwilling to get into other people's motivations.

My response to making a mistake is, "Did you learn anything? If so, great, it was worth it, and don't make the same mistake again." This kind of critiquing is easy for me, and I admire—and like to have around me—people who have a real, genuine concern for others and who see the positives. But then there is a time when I sit back and say people have to get on board with the way I see things because it's the right way to go. It took me a while to learn the value of cutting people some slack. Although I appear to dominate, when people get to know me, I really don't. I let them do their own thing. With people I judge as friendly or want to get to know, I open up quickly, although I don't actually go out and do things to make others like me.

I respect wisdom and kindness and competent, knowledgeable people who are willing to share with others. I won't buy into anything just because the person who says it is the leader. It has to make sense to me—consistent and free of contradictions. If it's a plan, I have to believe it's doable. If it's a philosophy, it must match mine from the outset. I think integrity means keeping one's word and sticking to my espoused principles even when it's easier not to. Honesty is important.

I really value progress, learning, and knowledge and have an in-

* Reprinted from *16 Personality Types: Descriptions for Self-Discovery*

tense need to know things. Probably this is where I get myself into a lot of projects because it is the opportunity to try something new. I tend to over research, and I have an innate ability to handle a great number of diverse things almost simultaneously. I can watch TV and finish a project and read a magazine all at the same time. I think I don't know how to relax. I can sit down and actually go through and identify the problem and gather alternatives and do a mental brainstorm by myself to come up with different alternatives. I force myself to see if I am not looking at something disjointedly or parochially before I come to a conclusion. And I try to look at the small things in order to look at the big picture, just using plain logic and connecting the dots to prognosticate what the likely outcomes are. Often the first conclusion was the right one anyway.

I actually believe you can do anything if you set your mind to it and are willing to pay the price. I will ask myself if I am willing to pay the price.

I tend to push to get the job done, sometimes without regard to others' feelings, and I hate repeating myself. Listening is a problem for me because I have probably already thought out things thoroughly, done my homework, and reached an answer before I even get to the stage of presenting it to other people. Similarly, I may get upset with others' behavior, but it is almost never personalized, which can be a drawback because then I haven't considered what caused the behavior and if I should make some kind of reconciliation.

I am my own worst critic. I want perfect achievement of myself, and sometimes I have a fear of suddenly waking up and being known as someone who doesn't really know anything.

I love to discover new approaches and really prefer creating and beginning things, organizing projects and programs, and then teaching someone else how to do them and handing them off. Although if someone has a better idea, then let's go with it, and if the system's values and mechanisms line up for me, whoever the leader is, then I guess I am probably one of the most loyal. Probably my goals are patience, wisdom, and discipline—wisdom to focus on the right priorities and correct decisions and patience to take the time to listen.

ENTJ Reminders* for Growth and Success

- ☐ Mentoring and promoting promising people is one of your greatest abilities.
- ☐ Trust, develop, and share your intuitions—but don't scare away too many people.
- ☐ When people seem disinterested in maximizing their potential, consider what strong beliefs are motivating them toward something else.
- ☐ Even if you rise to the top of something conventional, it's still conventional—and convention can be the source of many of life's demanding details.
- ☐ Do not underestimate your ability to handle the status quo when it strikes back against change.
- ☐ Consider that your objective style might leave others confident in you, but wanting something more personal.
- ☐ Take the initiative to get close to those who interest you.
- ☐ Develop and check your moral compass early and often.
- ☐ Reason with principles, not words.
- ☐ Aim for quality above speed.
- ☐ Allow yourself and others some time to just play with ideas.
- ☐ Time off does not mean extra time for more work.
- ☐ Try three things to maintain your health and build in time for family and friends.
- ☐ Notice that without a quiet space for yourself, you will feel like all weather and no sunshine.

* Adapted from *Quick Guide to the 16 Personality Types in Organizations*



What Now?

Now that you've explored ENTJ:

1. How do the strengths and challenges of this type show up in your life?
2. What's an insight or goal you can act on today in some way?
3. See the later chapters to leverage your subtype, neurotic zone, energy, and aspirations.

* Similar here to cousin type ENFJ.