

ESTJ Essentials

Implementor Supervisor™

Extraverting • Sensing • Thinking • Judging



Core Themes

ESTJs strive to bring order to chaotic situations. They have an industrious, hard-work attitude. They quickly educate themselves and connect the dots. When needed, they step up to supervise. They rely on a philosophy of life and seek the steps to success. ESTJs like to keep up traditions and reflect on life's wealth of experiences. They value being well balanced. To reveal a person's character, they can get sharp. They can feel let down when their standards for economy and quality are not met.

Unpack the Stack: ESTJs...

Lead with “Timely Building” (Te)

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

Support by “Cautious Protecting” (Si)

Reference a massive storehouse of rich past experiences as they cultivate familiarity, comfort, and stability.

Struggle at “Excited Brainstorming” (Ne)

Perceive, pursue, and play with life's many potential possibilities, facilitating the promising ones.

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 ESTJs 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?

ESTJs 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 ESTJs Give Flexible Support

Chart the Process

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

Cautious Protecting

Stabilize with a predictable standard.

Introverted Sensing (Si)

Review and practice to specialize and meet group needs. Constant practice “burns in” how-to knowledge and helps build your storehouse. Specialization helps you reliably fill roles and tasks. Improve when following a role-model or example. Easily track where you are in a task. Often review the past and can relive events as if you are there again. Carefully compare a situation to the customary ways you’ve come to rely. In touch with body sensations. Strong memory for kinship and details. Rely on repetition. Check what’s familiar, comforting, and useful. Tend to stabilize a situation and invest for future security. May over-rely on authority for guidance.

What flavor of Cautious Protecting?

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

“Defender” Si

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

Act as an anchor. On guard, and guard others. A firm sense of culture and history. Stick with the strongest impressions from your upbringing. Prefer convenience and familiarity. Block big changes. Traditional. Aim to civilize.

“Hearth” Si

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

Maintain home and traditions. Draw on a big memory bank of sense impressions. Feel grounded. Adapt to the group’s changes and flex to others’ will. Prefer comfort and safety. Sensitive to subtle sensory variations.

ESTJ Self-Portrait

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



I like for things to be organized, and when they are not, I'm great at getting them organized.

I am very strong on work ethic and expect that from others. I cannot just sit around and do nothing for very long, especially if I have a lot to do and I don't have a plan. I am extremely organized when I work and I can work on four or five things through the course of the day. I think about what I have to do on the way to work or the way home or the night before. It's very gratifying to work extremely hard and sacrifice in order to take care of people, and I like when people appreciate that I have given of myself for them. I feel a lot of responsibility for what goes on when I have put time and effort into something and want to see that continue.

Things have to make sense to me. They have to be reasonable, logical, and simple and when they are not, that's frustrating. I think a lot of my life is tied up in responsibility and structure and organization. That's the key—to have a frame around which to build everything else. It's satisfying to see something that was not working start working with tangible results. Once the structure is in place, then it fades into the background and allows the other, relational elements to bloom. You've got to have that backbone and structure or the rest of it falls apart. I can't relax when things aren't done right.

I have a sense of order and I like making sure things run smoothly, the practical nuts and bolts, on a day-to-day basis. Planning is challenging and exciting. I make sure others have what they need, not just what they want. I am pretty fast paced and want things done, and I get aggravated when people are late. I want to keep ahead of things to be ready to move on to the next thing. I am always trying to find the best way to save money, but I have very high expectations and I take the extra steps that need to be done. I take pride in my accuracy and detail, and I take pride in my accomplishments.

I have a very strong family commitment. I enjoy good neighbors and loyal friends. Values and traditions are important because I think a

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

lot can be gained from those. And celebrating is fun. I think it's important to teach responsibility and encourage talent, shaping and molding and moving people in the right direction. Sharing my experiences in life is satisfying. I enjoy the simple things—walking, good food, looking at flowers, home life and my family. I love to put something together for fun to see what makes it tick.

I have always been very confident about the choices I make. I am fairly forward with how I think and I am not always particularly tactful. I have to think about how to be appropriate, to have some grace and empathy sometimes. But when I feel like I'm not in control, when someone is trying to take advantage of me, I very much let someone know about it. I'd prefer to research things very hard to make sure I'm not walking into something bad. Security is very important. I'm always trying to be efficient.

I'm not the type of person that can see a different future before it is actually there. I plan for the future by looking at the present facts. I see what's in front of me in the current situation and weigh the pros and cons of the alternatives. Until that happens, I don't really see all the coming changes in advance or how the future is affected. So I never really understand why people are doing the things they do. But once things happen, it's clear and my desired goals for the future are generally a driving force.

I hate when things fall apart because of disorganization and lack of leadership. I hate fraud, inefficiency and waste, cheating and stealing, lack of loyalty and integrity, and people who don't play by the rules or are only going after their own good. When people take the easy quick way out that really irritates me. And I resent it when other people don't respect my time. I need people I can depend on, and I get rid of people I can't depend on.

I have a lot of common sense. I believe you can build leadership by giving people genuine responsibility and genuine recognition, and I'm someone who can get things done. Sometimes people think I am too structured, but I feel best when I accomplish a lot. I relax when my work is done.

ESTJ Reminders* for Growth and Success

- ☐ Remember that navigating “the system” for others’ success is one of your greatest strengths.
- ☐ Accept that the only constant is change.
- ☐ You can be a responsible adult in many ways—not all of them are traditional; it’s okay that not all of them will work for you.
- ☐ Remind yourself to give people privacy.
- ☐ Relationships will be better if you refrain from saying, “I told you so” when the consequences you predicted come to pass.
- ☐ When the values of others or society disturb you, consider the broader enduring principles that you share.
- ☐ When something is irregular, pointedly ask if (or how) the situation is an exception.
- ☐ It’s okay to be a little cheesy and have fun.
- ☐ If you want people to support you, then take the time to get to know and support them as the unique human beings that they are.
- ☐ Different is not crazy, but nor are people so rational.
- ☐ In important situations, check three times to make sure you are following in the spirit, as well as the letter, of your beliefs.
- ☐ An official personal guide in life can be a good thing, so choose wisely.
- ☐ Notice what you did that you did not intend, and what door to learning it opened.

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



What Now?

Now that you’ve explored ESTJ:

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.