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objective
decisive REALISTIC
 ANALYTICAL practical
DIRECT outspoken
ESTJ EFFICIENT
 LOGICAL
 dependable
 PREFER PROVEN PROCEDURES
 objectively **SYSTEMATIC**
 critical STRUCTURED
organized PRAGMATIC
 IMPERSONAL self-confident
 foresee potential problems
take ASSERTIVE
charge CLEAR
responsible
STRAIGHTFORWARD
 matter-of-fact



Source: Introduction to Myers-Briggs Type® in Organizations (4rd ed.) by Sandra Krebs Hirsh and Jean M. Kummerow



ESTJ

Efficient Organizer

Work Style

- See, point out, and correct flaws in advance
- Critique programs in a logical, objective way
- Organize the process, product, and people to achieve goals
- Monitor to determine that the job is done correctly
- Follow through in a step-by-step way

Leadership Style

- Seek leadership directly and take charge quickly
- Apply and adapt past experiences to solve problems
- Get to the core of the situation crisply and directly
- Decide and implement quickly
- Act as traditional leaders who respect the hierarchy, achieving within the system

Potential Pitfalls

- May decide too quickly and pressure others to do so too
- May not see the need for changing things that they believe are already working
- May overlook the interpersonal niceties in getting the job done
- May be overtaken by their emotions when they ignore their own feelings and values for too long

Suggestions for Development

- May need to consider all sides before deciding, including factoring in the human element
 - May need to prod themselves to look at the benefits of what others want to change
 - May need to make a special effort to show appreciation to others
 - May need to take time away from their work to reflect on and identify their feelings and values
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