

# Profile of the ENTJ (Field Marshal / Executive)

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This document contains detailed information about the *ENTJ* Jung personality profile. The content references concepts already mentioned in the document called *Understanding your Personality Assessment Results*, which can be found on the [Digital Citizen](#) website. If you are reading this and do not understand some of the content, please refer to the referenced document.

This personality profile comes with the following analysis:

- Portraits (summaries)
- Traits, strengths and weaknesses
- Possible career paths
- Relationships (strengths, weaknesses, lovers, Parents, friends)
- Personal growth (success, happiness, problems, solutions, rules to live by)

The analyses here combine work done by Carl Jung, Katharine Cook Briggs and her daughter, Isabel Briggs Myers, and David Keirsey. Myers & Briggs built their work on Jung's, and Keirsey expanded and revised some of their work. At times, the outcomes conflict in small ways, and they are noted. However, all their works are presented for you to embrace whichever appeals to you.

A read of the Keirsey Temperament documents, found on the [Digital Citizen](#) website, is highly recommended if you want to know more about a profile's tendencies beyond what is here. The document you want is the one with Preference letters found in the profile you want.

## Words of Caution in Interpreting This Material

The biggest mistake I often see with the presentation of personality assessment results is that they are spoken of in absolute terms, when they should be discussed as majority tendencies.

You got a percentage score with each of your Jung type preferences (letter) if you took the test I supplied. That score is an indication of how strong you have those tendencies. A 75% score on Thinking, for example, means you rely on Thinking about 75% of the time to make decisions rather than Feelings. But it also means you use or value Feelings 25% of the time, rather than that you are a Thinking decision-maker all of the time. You have to keep these percentages in mind when interpreting this content as it may apply to you or someone else.

Do **NOT** compare your percentage scores with someone else's as if they were absolute. That is, if you had a 75% Thinking score, that does not mean you are more logical than someone with a 65% Thinking score. The best way I can think to illustrate this is with an analogy. Your percentage is like how you break up *your* "pie", where the whole is both Preferences (Thinking and Feeling here). Someone could have a 55% Thinking score & be more logical in their decision-making than you. That's because *their* "pie" might be bigger than yours. They may put more of, both, Thinking and Feeling, into their decision-making, or may be capable of more complex logical decision-making than you. They just don't rely on Thinking 75% of the time like you. That's all those percentages mean, so keep your % scores only for your own comparison.

While it may more convenient, less convoluted and more convincing to discuss your results in absolute terms, it is not true. People are complex and there's no way of "dumbing them down" to understand them. All that does is either create misunderstandings or skepticism in the results.

## Use the Results as a Starting Point, Not an End Point

Jung's personality type results are generalized, so they can be used as prejudice if you use them as an end point to judge others. This is true if you use the results to judge individuals and condemn them to certain behaviours *all* of the time, when you know it is only true more times than not. It is also unfair to expect all people of a certain personality type to all behave the same way given a certain situation, as each has freedom to behave any way in any certain situations.

Humans are not preprogrammed machines. We do not behave with absolute consistency. We just have tendencies. We are creatures of habit, not logic. As a result, use the Jung personality type results as a starting point to understand each other, not an end point to condemn each other.

## Portrait I – The Field Marshal

In the Keirsey Temperament version of the Jung personality type system, the *ENTJ* profile is known as the *Field Marshal*, though not meant to be career advice. The Field Marshal is a military rank one above General, for those countries which use it like Egypt. Here is Keirsey's description.

Of the four aspects of strategic analysis and definition, it is the marshaling or situational organizing role that reaches the highest development in the Field marshal. As this kind of role is practiced, some contingency organizing is necessary, so that the second suit of the Field marshal's intellect is devising contingency plans. Structural and functional engineering, though practiced in some degree in the course of organizational operations, tend to be not nearly as well developed and are soon outstripped by the rapidly growing skills in organizing. But it must be said that any kind of strategic exercise tends to bring added strength to engineering as well as organizing skills.

Hardly more than 2% of the total population, Field marshals are bound to lead others, and from an early age they can be observed taking command of groups. In some cases, they simply find themselves in charge of groups, and are mystified as to how this happened. But the reason is that they have a strong natural urge to give structure and direction wherever they are – to harness people in the field and to direct them to achieve distant goals. They resemble Supervisors in their tendency to establish plans for a task, enterprise, or organization, but Field marshals search more for policy and goals than for regulations and procedures.

They cannot not build organizations, and cannot not push to implement their goals. When in charge of an organization, whether in the military, business, education, or government, Field marshals more than any other type desire (and generally have the ability) to visualize where the organization is going & they seem able to communicate that vision to others. Their organizational and coordinating skills tends to be highly developed, which means that they are likely to be good at systematizing, ordering priorities, generalizing, summarizing, marshaling evidence, and at demonstrating their ideas. Their ability to organize, however, may be more highly developed than their ability to analyze, and the Field marshal leader may need to turn to an Inventor or Architect to provide this kind of input.

Field marshals will usually rise to positions of responsibility and enjoy being executives. They are tireless in their devotion to their jobs and can easily block out other areas of life for the sake of their work. Superb administrators in any field – medicine, law, business, education, government, the military – Field marshals organize their units into smooth-functioning systems, planning in advance, keeping both short-term and long-range objectives well in mind. For the Field marshal, there must always be a goal-directed reason for doing anything, and people’s feelings usually are not sufficient reason. They prefer decisions to be based on impersonal data, want to work from well thought-out plans, like to use engineered operations – and they expect others to follow suit. They are ever intent on reducing bureaucratic red tape, task redundancy & aimless confusion in the workplace, and they are willing to dismiss employees who cannot get with the program and increase their efficiency. Although Field marshals are tolerant of established procedures, they can and will abandon any procedure when it can be shown to be ineffective in accomplishing its goal. Field marshals root out and reject ineffectiveness and inefficiency, and are impatient with repetition of error.

## Portrait II – The Executive

The *ENTJ* profile is also often called the *Executive*. This is how the ENTJ profile is also often summarized.

As an ENTJ, your primary mode of living is focused externally, where you deal with things rationally and logically. Your secondary mode is internal, where you take things in primarily via your iNtuition.

ENTJs are natural born leaders. They live in a world of possibilities where they see all sorts challenges to be surmounted, and they want to be the ones responsible for surmounting them. They have a drive for leadership, which is well-served by their quickness to grasp complexities, their ability to absorb a large amount of impersonal information, and their quick and decisive judgments. They are “take charge” people.

ENTJs are very career-focused & fit into the corporate world quite naturally. They are constantly scanning their environment for potential problems which they can turn into solutions. They generally see things from a long-range perspective, and are usually successful at identifying plans to turn problems around – especially problems of a corporate nature. ENTJs are usually successful in the business world, because they are so driven to leadership. They’re tireless in their efforts on the job, and driven to visualize where an organization is headed. For these reasons, they are natural corporate leaders.

There is not much room for error in the world of the ENTJ. They dislike to see mistakes repeated, and have no patience with inefficiency. They may become quite harsh when their patience is tried in these respects, because they are not naturally tuned in to people’s feelings, and more than likely don’t believe that they should tailor their judgments in consideration for people’s feelings. ENTJs, like many types, have difficulty seeing things from outside their own perspective. Unlike other types, ENTJs naturally have little patience with people who do not see things the same way as they. The ENTJ needs to consciously work on recognizing the value of other people’s opinions, as well as the value of being sensitive towards people’s feelings. In the absence of this awareness,

the ENTJ will be a forceful, intimidating and overbearing individual. This may be a real problem for the ENTJ, who may be deprived of important information and collaboration from others. In their personal world, it can make some ENTJs overbearing as spouses or parents.

The ENTJ has a tremendous amount of personal power & presence which will work for them as a force towards achieving their goals. However, this personal power is also an agent of alienation and self-aggrandizement, which the ENTJ would do well to avoid.

ENTJs are very forceful, decisive individuals. They make decisions quickly, and are quick to verbalize their opinions and decisions to the rest of the world. The ENTJ who has not developed their intuition will make decisions too hastily, without understanding all of the issues & possible solutions. Meanwhile, an ENTJ who has not developed their Thinking side will have difficulty applying logic to their insights, and will often make poor decisions. In that case, they may have brilliant ideas & insight into situations, but they may have little skill at determining how to act on their understanding, or their actions may be inconsistent. An ENTJ who has developed in a generally less than ideal way may become dictatorial & abrasive – intrusively giving orders and direction without a sound reason for doing so, and without consideration for the people involved.

Although ENTJs are not naturally tuned into other people's feelings, these individuals frequently have very strong sentimental streaks. Often these sentiments are very powerful to the ENTJ, although they will likely hide it from general knowledge, believing the feelings to be a weakness. Because the world of feelings and values is not where the ENTJ naturally functions, they may sometimes make value judgments and hold onto submerged emotions which are ill-founded and inappropriate, and will cause them problems – sometimes rather serious problems.

ENTJs love to interact with people. As Extroverts, they're energized and stimulated primarily externally. There's nothing more enjoyable and satisfying to the ENTJ than having a lively, challenging conversation. They especially respect people who are able to stand up to the ENTJ, and argue persuasively for their point of view. There aren't too many people who will do so, however, because the ENTJ is a very forceful and dynamic presence who has a tremendous amount of self-confidence and excellent verbal communication skills. Even the most confident individuals may experience moments of self-doubt when debating a point with an ENTJ.

ENTJs want their home to be beautiful, well-furnished, and efficiently run. They're likely to place much emphasis on their children being well-educated and structured, to desire a congenial and devoted relationship with their spouse. At home, the ENTJ needs to be in charge as much as he or she does in their career. The ENTJ is likely best paired with someone who has a strong self-image, who is also a Thinking type. Because the ENTJ is primarily focused on their careers, some ENTJs have a problem with being constantly absent from home, physically or mentally.

The ENTJ has many gifts which make it possible for them to have a great deal of personal power, if they don't forget to remain balanced in their lives. These are assertive, innovative, long-range thinkers with an excellent ability to translate theories and possibilities into solid plans of action. They are usually tremendously forceful personalities, and have the tools to accomplish whatever goals they set out for.

## Jungian Preference Ordering

- **Dominant:** Extraverted Thinking
- **Auxiliary:** Introverted iNtuition
- **Tertiary:** Extraverted Sensing
- **Inferior:** Introverted Feeling

## Famous Field Marshals

- Napoleon Bonaparte
- Hillary Clinton
- Margaret Thatcher
- Carl Sagan
- Bill Gates
- George C. Marshall
- Golda Meir
- John Adams
- George Bernard Shaw

## ENTJ Traits, Strengths and Weaknesses

Whether you're a young adult trying to find your place in the world, or a not-so-young adult trying to find out if you're moving along the right path, it's important to understand yourself and the personality traits which will impact your likeliness to succeed or fail at various careers. It's equally important to understand what is really important to you. When armed with an understanding of your strengths and weaknesses, and an awareness of what you truly value, you are in an excellent position to pick a career which you will find rewarding.

ENTJs generally have the following traits:

- Driven to turn theories into plans
- Highly value knowledge
- Future-oriented
- Natural leaders
- Impatient with inefficiency and incompetence
- Want things structured and orderly
- Excellent verbal communication skills
- Dislike routine, detail-oriented tasks
- Self-confident
- Decisive

ENTJs are especially well-suited to be leaders and organization builders. They have the ability to clearly identify problems and innovative solutions for the short and long-term well-being of an organization. Having a strong desire to lead, they're not likely to be happy as followers. ENTJs like to be in charge, and need to be in charge to take advantage of their special capabilities.

## Career Suggestions for the ENTJ

Research has shown that many of the different Personality Types tend to have distinct preferences in their choice of careers. We have incorporated observations of each type's character traits which affect career choice along with some suggestions for possible directions. We have also included lists of actual careers which the various types have chosen in their lives.

This material is provided for your reference, and is intended to be an informational guide. It does not comprise a complete analysis of ideal careers for individuals & does not guarantee success or failure at any occupation. As we know, individuals vary greatly. However, we highly encourage personal self-knowledge & research in your quest to live up to your fullest, and for this reason we provide you with this information. For a complete & personal evaluation of career possibilities, you should speak with a career guidance counselor.

- Corporate Executive Officer; Organization Builder
- Entrepreneur
- Computer Consultant
- Lawyer
- Judge
- Business Administrators and Managers
- University Professors and Administrators

## Personality and Relationships

*"And above all, have fervent love for one another: for love shall cover the multitude of sins."*

– Peter 4:8

Most of us are probably allured by the attractive notion that effortless relationships exist. Whether it be happily-ever-after marriages, or friendships which last forever, or parent/child bonds which supersede the need to understand each other, we'd all like to believe that our most intimate relationships are unconditional, and strong enough to withstand whatever may come. However, at some point in our lives most of us need to face the fact that relationships require effort to keep them strong and positive, and that even wonderful, strong relationships can be destroyed by neglect.

Whether you're looking to improve a love relationship, familial relationships, friendships, or employer/employee relationships, understanding your own personality type and the personality type of the other person involved in the relationship will bring a new dynamic to the situation, which will allow better understanding and communication. Although the different types of relationships have very different characteristics and specific needs, there are two basic areas which seem to be critical in all relationships: *Expectations and Communication*. What do we expect from ourselves and the other person involved in the relationship? How do we communicate these expectations, and our feelings and opinions to the person in the relationship? How does our personality type affect our expectations and methods of communication? Does our personality type affect who we are romantically attracted to? How does it affect who our friends are, and who we work with best? These are the questions which we address following.

### **\*\*Disclaimer\*\***

Please note that we are not prescribing an absolute solution to your relationship problems, nor are we stating that there's any guarantee of improved odds with particular type pairings. Statistics show that individuals who are most happy within their marriages are those who have the highest levels of inner peace and those who have the most optimistic outlook on life in general. We do not address people's emotional standing here when discussing relationship issues, which is another important aspect of relationship dynamics.

## ***Opposites Attract***

That old concept and expression "opposites attract" has been batted around for centuries. And in fact, it's very true when it comes to love relationships. Through our research, we have noted that people are usually attracted to their opposite on the Extraversion/Introversion and Judging/Perceiving scales. We are naturally attracted to individuals who are different from ourselves – and therefore somewhat exciting. But it's not just the exciting differences which attract us to our opposites, it is also a natural quest for completion. We naturally are drawn towards individuals who have strengths which we are missing. When two opposites function as a couple, they become a more well-rounded, functioning unit. There is also the theory that our natural attraction to our opposites is a subconscious way of forcing us to deal with the weaker aspects of our own nature. While we are highly attracted to our opposites, two opposites involved in an intimate relationship have significant issues and communication barriers to overcome. So in a sense, our attraction to the opposite personality can be seen as our subconscious minds driving us towards becoming a more complete individual, by causing us to face the areas in life which are most difficult to us.

The same cannot be said for other kinds of relationships. When it comes to work colleagues, or friends, we are not especially interested in dealing with people who are very unlike ourselves. We are most comfortable with those who have similar interests and perspectives, and we do not show a lot of motivation or patience for dealing with our opposites.

## ***Birds of a Feather Flock Together***

Although we are attracted to people who are very different from us in the way we deal with the world, we are most attracted to others who have a similar focus in their lives. Couples who have the same dominant function in their personalities seems to have the longest and happiest relationships. So, for example, an individual whose dominant function is Introverted Sensing (ISTJ or ISFJ) seems to be naturally drawn towards partners with a dominant function of Extraverted Sensing (ESTP or ESFP).

We have also noticed that Sensors seem to communicate best with other Sensors, and that iNtuitives seem to communicate best with other iNtuitives. There seems to be a more equal partnership formed with people who communicate on the same level, although there are many successful relationships between Sensors and iNtuitives. Two individuals of any type who are well-developed & balanced can communicate effectively and make a relationship work, but most will communicate best with people who share their same information gathering preference.

With that in mind, it shouldn't come as any surprise to learn that research regarding Personality Type and Relationships shows a definite pattern which indicates that successful mates often share the same dominant function, and the same letter preference ("S" or "N") for their information gathering function. Of course, that does not mean that people with different preferences cannot have a happy, successful marriage, it simply indicates that people frequently settle down with individuals who are on their same "wave-length".

## **ENTJs in Relationships**

ENTJs put a lot of effort and enthusiasm into their relationships. Since their major quest in life is to constantly take in knowledge and turn that into something useful, the ENTJ will try to turn everything into a learning experience. Within the context of relationships, that means they will constantly seek knowledge and revise the rules and definitions of their relationships. They value their relationships highly, especially those relationships which present them with new challenges & stimulate their learning. Such exchanges promote genuine affection & satisfaction for the ENTJ. Relationships which do not offer any chances for growth or learning hold no interest to the ENTJ. As in other areas of life, the ENTJ likes to be in charge of their relationships. In conversation, they are very direct and confrontational, and can be highly critical and challenging towards others. People involved in close relationships with the ENTJ need to have a good amount of personal strength. For those who do, the ENTJ has a tremendous amount to offer.

### ***Relationship Strengths***

- Genuinely interested in people's ideas and thoughts
- Enthusiastic and energetic
- Take their commitments very seriously
- Fair-minded and interested in doing the Right Thing
- Very good with money
- Extremely direct and straightforward
- Verbally fluent
- Enhance and encourage knowledge and self-growth in all aspects of life
- Able to leave relationships without looking back
- Able to turn conflict situations into positive lessons
- Able to take constructive criticism well
- Extremely high standards and expectations (both a strength and a weakness)
- Usually have strong affections and sentimental streaks
- Able to dole out discipline

### ***Relationship Weaknesses***

- Their enthusiasm for verbal debates can make them appear argumentative
- Tendency to be challenging and confrontational
- Tend to get involved in "win-lose" conversations
- Tendency to have difficulty listening to others
- Tendency to be critical of opinions and attitudes which don't match their own

- Extremely high standards and expectations (both a strength and a weakness)
- Not naturally in tune with people's feelings and reactions
- May have difficulty expressing love and affection, sometimes seeming awkward or inappropriate
- Can be overpowering and intimidating to others
- Tendency to want to always be in charge, rather than sharing responsibilities
- Can be very harsh and intolerant about messiness or inefficiency
- Tendency to be controlling
- May be slow to give praise or to realize another's need for praise
- If unhappy or underdeveloped, they may be very impersonal, dictatorial, or abrasive
- Tendency to make hasty decisions
- Make explode with terrible tempers when under extreme stress

## ENTJ Natural Partners (in love and in life)

Before you read this section, I would like to put in a word of caution *not* to take this section too seriously. Take it for what it's worth, a statistical likelihood.

All that means is that given some large sampling of pairs of various personality types, the natural partners are the ones which get along best most frequently. However, for any given pair, too many factors in life influence how a relationship develops for naturally matching personalities to be the determining factor. It's a possible edge, enough to use as the core for love partner matching on love matching sites like *chemistry.com* or *e-harmony*, but not enough to be used along as those sites also take into account other life factors like personal interests, jobs and such.

Natural partners listed here are for life, in general, although some of the text is written for love partners rather than just two people's ability to get along together well.

Although two well-developed individuals of any type can enjoy a healthy relationship, the *ENTJ's natural partner* is the *INTP*, or the *ISTP*. See their profiles on the [Digital Citizen](#) website. The ENTJ's dominant function of Extraverted Thinking is best-matched with a personality type that is dominated by Introverted Thinking. The ENTJ/INTP match is ideal, because it also shares the common iNtuitive way of looking at the world, but the ENTJ/ISTP match is also very good.

You may be interested in understanding how we came to the conclusion that certain types are ideal for each other. Our type pairing is a result of combining observation, research, and understanding of Jungian psychological type. Observation and research of married couples shows that there is a definite trend in types that are attracted to each other, and in type combinations that have the longest lasting relationships. Our understanding of psychological type helps to see that these types typically have the same dominant function, but with a different attitude.

In Jungian terms, "functions" refer to the four core traits: iNtuition (N), Sensing (S), Feeling (F), and Thinking (T). The term "attitude" refers to the direction of the function, *i.e.* Introverted (I) or Extraverted (E).

So, for example, a person with a personality type of ISFP has a dominant function of Introverted Feeling. More specifically, Feeling in the dominant function, and its attitude (or direction) is Introverted. A person with this personality type is likely to be most attracted to, and fit best with, a person that has Extraverted Feeling dominating their personality. Extraverted Feeling dominates the personality types ESFJ and ENFJ. We therefore determine that the ISFP's natural partner is the ESFJ or the ENFJ.

Our natural attraction to people who share our dominant function, but who use it in a different direction works very well for us. We not only flip-flop the Introverted or Extraverted trait, but we also flip-flop the Judging or Perceiving trait. In this way, the partner that we choose for ourselves will have a very different approach to dealing with the world. If we are laid-back and indecisive, our partner will be structured and decisive. If we are reserved, our partner will be outgoing. For all of our apparent differences, we will share a common vision of what's truly important in life.

For people whose personality types are dominated by Decision Making functions, (*i.e.* Thinking or Feeling), their ideal partners will include both Sensing and iNtuitive types. Many people have problems communicating effectively with people who do not share their same preference for Information Gathering. So, if you have a very strong preference for Sensing or iNtuition, you will need to give the personality type with the same preference a higher value as a likely natural partner. For example, an ISFP who strongly prefers Sensing will work best with an ESFJ, rather than an ENFJ.

Although we believe firmly that this model works very well to help in finding and maintaining healthy relationships, it is important to remember that it's just a tool. We offer guidelines to help you understand the kinds of things that you value in a relationship, rather than guidelines that you need to follow strictly. Two well-developed individuals of any type can make a relationship work, and work is a key concept here! There is no such thing as an effortless relationship. Don't use this model as an excuse to dump your relationship.

## ENTJs as Lovers

*"To love means to open ourselves to the negative as well as the positive – to grief, sorrow, and disappointment as well as to joy, fulfillment, and an intensity of consciousness we did not know was possible before."*

– Rollo May

ENTJs make aggressive, enthusiastic partners who take their commitments very seriously. As in other aspects of their life, they want to be the leader in the relationship, and take on responsibility for making things work. They are creative leaders, and are likely to have relationships which promote constant growth and learning. Since they are constantly scanning the environment for new ideas and things worth learning, the ENTJ may frequently re-define the "rules" of the relationship, although their commitment remains constant. If it becomes very clear to them that the relationship no longer offers any chance of growth or learning, the ENTJ will leave the situation, and not look back.

ENTJs are usually very successful in their careers, and usually very good with money. This is helpful in that it may remove a lot of the conflict which couples generate over money matters, but it may become a problem if the ENTJ is too much of a workaholic to spend time on the growth and development of the relationship.

The ENTJ is not naturally in-tune with the feelings and emotions of their partners. ENTJs who allow themselves time to be alone, and develop the introspective “feeling” side of their natures, will be generally “softer” individuals, who are more aware of their partners’ emotional needs. However, this awareness is almost always a conscious attempt on the part of the ENTJ, rather than a naturally occurring characteristic. ENTJs who do not make the attempt to be aware of others, and to value their feelings and opinions, may find themselves in unbalanced relationships, where real communication does not take place. These kinds of situations present a two-edged sword to the ENTJ. They want to be in charge, but if they become so much in charge as to stifle their partners, they will eventually become bored with the relationship.

The ENTJ does not usually have a problem with self-confidence and is not especially emotionally needy. Although they enjoy being told that they are loved and appreciated, they don’t need to hear these types of avowals as often as most other types. If they are partnered with a Feeling type, they are probably not likely to fulfill their partner’s needs for intimate words without conscious effort. Even with effort, the ENTJ may have problems being aware of other’s emotional needs, and they most likely won’t understand those needs even if they are aware of them.

ENTJs approach conflict as an opportunity for growth and learning. This is a very healthy outlook in general, but may be a problem in a close relationship with a Feeling type. Individuals with the Feeling preference generally detest conflict and criticism, and avoid it as one would avoid a deadly snake. The ENTJs tendency to be confrontational may be very threatening to a person with a Feeling preference – especially so if they are an intimate partner of the ENTJ. An ENTJ who has a well-developed Feeling side may work well with a partner with a Feeling preference. Otherwise, ENTJs will probably have the most successful intimate relationships with types which prefer the Thinking process naturally, or who are not extremely strong on the Feeling preference.

In general, the ENTJ has a lot to offer to their intimate relationships. They are dedicated and enthusiastic, and willing to put forth a lot of effort to make things work out. They take on responsibility and accountability, and expect to be in charge. Their relationship will be one based on mutual respect, constant growth and development.

### *Sexual Tendencies*

Sexually, the ENTJ is robust, imaginative and enthusiastic. Their natural instinct to lead will be apparent in this arena as well as other areas of life, and they will lead their partner on creative lovemaking adventures, where the focus is on mutual learning and affection sharing. They’re likely to expect sex on a relatively scheduled basis.

## ENTJs as Parents

*“You are the bows from which your children as living arrows are sent forth...  
Let your bending in the archer’s hand be for gladness;  
For even as He loves the arrow that flies,  
so He loves also the bow that is stable.”*

– Kahlil Gibran

ENTJs take their parenting role very seriously. They consider the task of passing on their values and goals to their children as an objective fact – it is something which will be done. They consider it their responsibility to make sure that their child is constantly developing & learning in the most optimal way. ENTJ parents are usually quite strict & have very high expectations of their children.

As a parent, the ENTJ continuously promotes learning and independent thinking. They pass on their love of knowledge to their children, and challenge them at every turn to thoroughly understand their positions and perspectives. They expect that their children will follow their lead. The ENTJ is in charge – there can be no doubt about that. They expect their children to honor their parents, and to follow the rules and procedures which are set forth for the household. There is little room for error in those expectations, and the ENTJ will be a harsh parental authoritarian when the rules are broken. The children of an ENTJ usually know their place, and have a lot of respect for their ENTJ parent.

During the teen years, we are likely to see a child rebel from their relationship with the ENTJ. Although this situation is common with almost all of the types, it is especially true for parents who are Extraverted Judging types. Children growing into adults do not want to be controlled, and adults who are used to controlling their children have a difficult time letting go. The ENTJ parent would be wise to “loosen up” their hold a bit, as long as they can without compromising what they feel to be right.

ENTJs who have not given themselves introspective time to develop the feeling side of their nature frequently develop harsh, aggressive tendencies. Such an ENTJ parent is prone to be something of a dictator – giving out orders arbitrarily, and expecting them to be followed to a “T” without any “back-talk”. If continued over a long span of time, this kind of behavior creates an oppressive environment for the child. An ENTJ can address such tendencies by making time for introspection, and remembering to consciously be aware of people’s feelings.

ENTJs who have managed to avoid many of the problems associated with their type are wonderful parental figures. They are remembered fondly and valued by their children for challenging them at every turn, and thus promoting growth and development. This type of knowledge seeking usually becomes a life-long habit for their children, who turn into responsible and independent adults.

## ENTJs as Friends

ENTJs are bright, energetic, sociable individuals who are keenly interested in other people's ideas, theories & perspectives. They love nothing better than to participate in quality conversation with other people who share similar views to their own, or who have something new to teach the ENTJ. They make stimulating, interesting, and dynamic friends and peers.

The ENTJ thoroughly enjoys lively, intellectual conversations – welcoming such interaction as a learning opportunity for all parties involved. They have a tendency to be direct and challenging when interacting with others, which tends to put people on the defensive. This is in fact exactly what they're after – the ENTJ wants to learn what you know & understand as many nuances of your knowledge as the context of the conversation will allow. They go after this knowledge in a very direct, confrontational manner. With this approach, they will learn not only the facts of the knowledge, but also the background of the individual's stance on that piece of knowledge. How well does the individual understand the topic? How invested is the individual in their stance? This method of “unsettling” people has the effect of livening up conversations and stimulating learning, when the other conversationalists are able to easily withstand the interrogations of the ENTJ. People who are uncomfortable with being challenged, or who are less than confident in the topic being discussed, are likely to be subdued into not expressing themselves with the ENTJ. This is a bit of a shame, since many people have valuable things to offer, but are not always willing to stand on top of a mountain and strongly shout their views to the world.

The ENTJ is likely to seek the company of people who have similar views and interests to their own. They have no patience with people who have very different lifestyles and perspectives from their own. However, as individuals with a great deal of personal power, ENTJs are highly attracted to interacting with other individuals with a powerful presence. They admire such people, although they may not agree with them. ENTJs are likely to form their closer friendships with other iNtuitives – especially Extraverted iNtuitives, such as ENTJs, ENTPs, ENFJs, and ENFPs. The ENTJ will enjoy other iNtuitives' stimulating company, who share their enthusiasm for ideas and learning.

## Personal Growth

Perhaps the most important realization that an individual can make in their quest for personal growth is that there is no single formula that defines the path to personal success. We all have different goals and priorities, which means that different activities and attitudes will make us feel good about ourselves. We also have different natural strengths and weaknesses that are a part of our inherent personality type. How then, as individuals, can we feel successful in our lives?

### *Understand What's Important to You*

Each personality type has a different idea of what it means to be successful. Self-knowledge is one common goal that will help everyone achieve personal success. So many people are hung up on somebody else's idea of what it means to be successful, and they are unaware of what is truly

important to them. This is completely normal. We all have important role-models and influencers in our lives who may have basic values quite different from our own. If so, it's important to recognize that the discrepancy between what we have been taught is truly important and what we personally believe to be truly important is due to a difference in perspective. If we spend our time and effort trying to meet somebody else's idea of success, and ignore or belittle any conflicting messages from our own psyche, then we will find ourselves exhausted and unhappy. Realizing what is truly important to us is a major step towards achieving personal success.

### *Recognize Your Weaknesses Without Hiding Behind Them*

While improving our self-knowledge and realizing our true goals can be very liberating, we should not discard the rules of the society in which we live. We must recognize that other people's value systems are no less important than our own. And we must recognize and accept that we live in a society in which certain personality types and behaviors are more suited towards particular tasks. This is the second key that will open the door towards personal growth.

For example, there are situations in which it is more appropriate & effective to show compassion and caring (Feeling), rather than impersonal logic (Thinking). Likewise, there are situations that call for using impersonal logic to make a decision, in which the more subjective viewpoint of the Feeling function is inappropriate and ineffective. Persons with a preference for Feeling will have a natural advantage over Thinkers in situations that require compassion and awareness of other's emotions. Conversely, persons with a preference for Thinking will have a natural advantage over Feelers in situations that require the ability to make a decision based on impersonal data.

As we learn about our personality type and the types of others, we are empowered with an understanding of why people react differently in different situations. When put into the context of Psychological Type, we can better accept and understand people's behaviors that are different from ours. These insights are extremely useful and powerful to us as individuals. However, if we are concerned with growing as individuals, we must take care not to use personality type as an excuse for our inappropriate behavior. While it's powerful and useful to notice that another person's inappropriate behavior may be due to their personality type, we cannot use the same reasoning on ourselves. We should recognize that our personality type has weaknesses, but we must use that knowledge to conquer those weaknesses rather than to excuse poor behavior. We cannot be responsible for other people's behavior, but we can control our own.

Accordingly, if we notice that someone seems to be unable to make an impersonal decision that is isolated from human perspective, we should say to ourselves, "Ah ha, here is a Feeler. This person does not use Thinking well, and that is why they're behaving this way." Yet when we as Feelers are presented with a situation that requires an impersonal approach, we should NOT say to ourselves "I am a Feeler, and can't be expected to make decisions based purely on impersonal facts & logic." This kind of rationalization for behavior is certainly an easy way out of a situation, but it enforces the weakness, making it weaker and weaker still.

## *Strive for Balance*

Most of the weaknesses associated with any given personality type are a result of that type's dominant function overtaking the personality to the extent that the other functions become slaves to the dominant function. Although it is natural for every personality to be ruled by its dominant function, it becomes a problem when the supporting functions are not allowed to develop fully on their own because they are too busy "serving the master". In such cases, a personality can become quite imbalanced.

A situation in which the dominant function of a personality completely overshadows the other personality functions is analogous to a kingdom ruled by an overbearing king who requires absolute servitude. Imagine such a king sitting down to dinner in his castle. He keeps all of his servants running about to bring him dinner, and requires that they serve him fully (disregarding their own needs) until he is completely sated. His Foreign Minister, expected at an important affair at a neighboring kingdom, finds himself pouring ale. His Minister of Domestic Affairs, rather than addressing the issue of a failing economy, slices roast turkey. His staff grabs food for themselves here and there, but never get what they really need or want, and are consequently unsatisfied, malnourished, and underdeveloped. The issues that the staff should be taking care of are left undone, because they never finish their primary task of serving the king. The king's immediate needs are being met, and so he is tolerably happy, but he is an ineffective king. As far as he knows, everything and everybody exists simply to serve him. He has no concept of Success beyond his daily needs. Since he cannot see beyond his own needs, the entire kingdom suffers.

Likewise, a personality that has developed with a goal of serving the dominant function above all other considerations often results in a person who is imbalanced. In severe cases, weaknesses associated with the given type are often quite apparent to others and overshadow the individual's natural strengths. Such a drastic imbalance is not common, and may be the result of continuous & extreme stress. Most people will experience times in their lives during which they are stressed to the point of serious imbalance. People who experience this constantly have issues that need to be dealt with, and should seek help.

Much more commonly, we see individuals who exhibit both the strengths and weaknesses of their type. It is natural and healthy that each personality type is ruled by a dominant function, and that the other functions support the ruling function. We don't seek to change anyone's natural self, or to achieve a perfect balance amongst a personality's functions. By definition, a kingdom needs a king in order to exist, and a personality needs a dominant function. However, a kingdom with a well-developed and effective king (the dominant function), who has well-trained and educated advisors (the supporting functions), will thrive more than the kingdom ruled by a neglectful king who is supported by inexperienced advisors.

As we can see, Balance and Success are relative terms. They have different meaning for each personality type, but one statement is true for all types: Balance is the key to Success.

## *Opening the Door*

So how do we go about realizing what's truly important to us? How do we recognize our weaknesses, and learn not to hide behind them? How do we become balanced? How do we open that magical door that will show us the way to personal growth and success?

There is no quickie scheme that will make you a successful person. Psychological Type is a powerful aid in our quest for excellence, but it is not the actual solution. It is a model that will help you to expand your understanding of human nature. An improved understanding of yourself and others will help you to find, follow or expand your path. An awareness and acceptance of the fact that one personality function may be more effective than another function in a given situation will help you to understand the relevance of personal growth to your life.

Carl Jung identified a process of personal growth that he called individuation, which is essentially the conscious realization of your true self, beyond the Ego that is presented by your conscious self. Our efforts to help people develop themselves is essentially the effort to help them to realize that their personal perspectives and conscious ideas are only a small part of who they are, and that the more they try to develop and defend this superficial "self", the further they get away from their true Self. This realization helps a psyche in many concrete ways, and is also a positive step towards promoting a psyche that is open to the process of individuation. For the purposes of making this realization accessible to the general public, our writings are mostly void of complex theoretical discussion.

## **ENTJ Personal Growth**

### *What does Success Mean to You?*

ENTJ people are realists, in the most basic sense of the word. Not only because their thinking is based upon a clear view of how things actually are in the world around them, but also because their ideas and strategies are structured around those unambiguous, "down to earth", common sense beliefs which sum up the obvious & undeniable in life. But while ENTJs might be pragmatic about the immediate situation before them, they are scarcely satisfied with it until it can be made more productive, useful or valuable. The ENTJ's reasoning on such matters is always clear and generally unemotional. If action can improve an item or a situation then it ought to be taken, and the ENTJ will always be found in the midst of such action, organizing, planning and leading the way forward until the best result possible has been realized. This makes success for an ENTJ something that can be clearly seen, a real world result which can be measured. And whether measured in dollars, bricks, bread or just happy people, the successful ENTJ knows the result is due to their belief that it is just plain commonsense to try and make the best of every situation and get the most out of it for the most people.

## *Allowing Your Strengths to Flourish*

As an ENTJ, you have gifts that are specific to your personality type that aren't natural strengths for other types. By recognizing your special gifts and encouraging their growth and development, you will more readily see your place in the world, and be more content with your role.

Nearly all ENTJs will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

- Able to cut straight to the chase in any situation & not be sidetracked by non-essential issues.
- A propensity for leadership which follows naturally from their ability to control and manage real time/real world situations.
- A talent for factual analysis unbiased by prejudice or emotion.
- A "can do" approach to life which makes the working environment a positive place for them.
- A strong regard for positive social and economic institutions, structure and government.
- Second to none time and space management skills, everything organized and in its place.
- Able to constantly synthesize and adapt new ideas and concepts into strategies for business, social, financial or environmental development.

ENTJs who have a well-developed Introverted iNtuitive function to complement their dominant Extraverted Thinking will enjoy these very special gifts:

- A talent for creating great benefits through the addressing of social justice issues.
- The ability to recognize and mediate their potentials in accord with the expectations of others.
- An approach to life which includes an awareness of the differences between their needs and those of others.
- Able to know when to stop and take stock of life and recognize the qualities of the moment.
- A talent for showing others the way to get past difficulties in their outer life
- A broadening of their own ambitions which includes rather than excludes others from the decision making and the benefits which flow from their achievement.

## *Potential Problem Areas*

With any gift of strength, there is an associated weakness. Without "bad", there would be no "good". Without "difficult", there would be no "easy". We value our strengths, but we often curse and ignore our weaknesses. To grow as a person and get what we want out of life, we must not only capitalize upon our strengths, but also face our weaknesses and deal with them. That means taking a hard look at our personality type's potential problem areas.

ENTJs are strong, right minded and rational people. This should be kept in mind as you read some of the more negative material about ENTJ weaknesses. These weaknesses are natural. We offer this information to enact positive change, rather than as blatant criticism.

Most of the weaker characteristics in the ENTJ stem from their dominant Extraverted Thinking function overtaking their personality, stifling the natural expression and balancing value of the other personality functions. In such cases, an ENTJ may show some or all of the following weaknesses in varying degrees:

- May be unable to understand other people's needs where these differ from their own.
- May unwisely assume their ideas are the only right ones and are therefore being fully implemented by others.
- May become childishly petulant or angered when confronted by situations which require feeling judgments.
- May become so engrossed in a plan or ambition that personal needs and the needs of others are forgotten.
- May take every decision not made in agreement with their rational beliefs as a personal rejection.
- May be easily taken in or manipulated by others via agreement with their rational attitudes.
- May become obsessed with small obstructions and difficulties to the point where the overall plan is forgotten
- May believe natural limitations are actually ailments which ought to be eradicated.
- May assume others are ever plotting against them.
- May believe only their own view of the world or a situation is correct, even to the point that they make it into a kind of dogma which must be followed by those around them.

### *Explanation of Problems*

Most of the problems described above can be seen as a direct result of a too dominant Extraverted Thinking function ruling the personality. In most cases this is exactly what is happening, but it is also worth recognizing that some of the weaknesses in the ENTJ's personality that are more apparent to other Types, flow not so much from the excesses of the ENTJ's dominant function, but from the natural inferiority of their feeling function and its lack of adaptation. We must also recognize that the level of expression of all functions in all people is variable and that some of the problems discussed here apply only to strongly expressing ENTJs, where the attitude which flows from using Extraverted Thinking exclusively to guide them through life creates its own particular problems.

The over dominance of Extraverted Thinking leads to an intensely intellectual way of seeing the world, where values such as right and wrong, good and bad, useful and useless are judged only by their applicability to an almost mathematically exact – and to the ENTJ – always rational, attitude to life. Without the balance provided by other ways of seeing or judging, the ENTJ is unable to account for actions based upon the inner views or feeling behavior of others, hence

such things are always judged negatively, either as irrelevant – or at best – as being of small consequence. Additionally, with their thinking attitude always turned outward and totally subject to the world beyond their senses, without the balance of some internally felt objectivity the ENTJ will often follow their ideas and ambitions without consideration for their own physical and emotional needs. Indeed, the ENTJ often feels that if only his project, his work, his outer reality would just fall into line with his own rational views then all would be well within his world and all his needs would be met. Unfortunately such an attitude can never be satisfied, for the world is not only rational, but also full of situations and human behavior which must be appreciated and understood by quite different, and again – to the ENTJ – often seemingly absurd criteria.

A healthy personality needs to have a good balance between its dominant and auxiliary functions. For an ENTJ, dominant Extraverted Thinking needs to be well-supported by their auxiliary Introverted iNtuitive function. If Introverted iNtuition exists only to support the intellectual rationale created by Extraverted Thinking, then neither function is being used to its full potential.

Introverted iNtuition is the ENTJ's access to their inner world, to the information that could tell them how the world is affecting them. Because it is introverted, its images arise from subjective depths of the mind, and contain all that the ENTJ has not considered within their strictly rational and object oriented view of the world. Introverted iNtuition provides the personally biased information the ENTJ needs to balance this world view and protect the ENTJ from being totally swallowed up by their selfless and yet single minded attachment to facts, figures and a rationale they accept only from the world outside themselves. Because this inner information is often opposed to the ENTJ's strongly held ideas it is often rejected, or if accepted, turned outward to make negative judgments about external situations or the behavior of others, rather than seen as a corrective balance to the ENTJ's own attitudes and behavior.

## *Solutions*

To grow as a person, the ENTJ needs to recognize the role iNtuition plays in their life & learn to understand its language. In particular, the ENTJ needs to realize that their iNtuitive function is not directed outward to the world, that its images are personal, subjective and relate directly to the way the ENTJ's inner self is being affected by both the outside world and their own behavior.

Introverted iNtuition is not an obvious process to understand, and quite unlike the rational, straightforward thinking the ENTJ is used to. Nevertheless, if understood and fully utilized to support thinking, it can make the ENTJ the most outwardly effective and productive of all the personality types. For this reason it is essential to allow this gift to become what it can be, rather than limiting its talents and allowing it only to speak when it seems to agree with the ENTJ's outwardly focused thinking. Following are a few specific suggestions to help ENTJs apply Introverted iNtuition.

- When confronted by a situation which requires an important decision, try to put it off for long enough to be able to sit quietly with it. In doing so allow yourself to feel and see the images which arise in your mind regarding this situation. Try to set aside those which appear immediately as the products of your own beliefs and thinking, and regard the others closely. If these images and ideas were the opinions of people whose judgment you trusted implicitly, try to question them in your mind & find the reasons why they consider things in such a way.

- There are some people around you who always seem to know just which way to go or how things work or what the outcome of a certain situation will be without them seeming to have sufficient information to be able to do so. These people are iNtuitive types and their world is full of possibilities which they can immediately recognize as apt to certain situations. You also have this talent, but you have a habit of not following it, rather you prefer to think it out and find the options which “ought” to be correct. I placed ought in quotes for a very good reason here, for you know yourself how often things have developed in the direction you had an inkling of, but refused to accept without thinking. Try to let these immediate impressions have their moment and recognize them as true possibilities which ought to be examined more closely. Understand that they are not baseless images and ideas but rely upon valid sources of information which you simply screen out of your life by habit.

## *Living Happily*

Some ENTJs have difficulty fitting into our society. Their problems are generally associated with a strongly dogmatic and overly rational approach to life, coupled with an almost total lack of ability to understand the needs of others. Where such a strongly expressing difficulty arises, the ENTJ finds themselves constantly embattled by a world which refuses to conform to their ideals and creates situations in which the ENTJ is out of their depth. Such situations are often met by the ENTJ with such a childish emotionality that others are put off and isolate the ENTJ emotionally. Such ENTJ’s often find themselves without friends, and with business partners or employees who are unwilling to engage the ENTJ upon any matter other than strictly task related questions. Such behavior in others only serves to bring out underlying sentiments in the ENTJ which, via their badly adapted iNtuitive function, speak to them of plots, nastiness and covert obstructive behavior on the part of others. Suffice to say, such suspicions and childish sentiments coupled with dogmatic demands to conform to the ENTJ’s own way of seeing the world can soon destroy families and close relationships.

It is incumbent upon the ENTJ to break the circle of such behavior by allowing their Introverted iNtuition a place in their life. Through attention to this function the ENTJ can discover a path to understanding and recognizing the effects not only their own behavior has upon others, but also the greater possibilities which lie within themselves for not only a harmonious relationship with others, but also a greater sense of what might be best for themselves.

Understanding the feeling needs and judgments of others is not an easy task for the ENTJ, but through their iNtuitive function they can find images and ideas which – whilst not speaking directly to the feeling judgments of others – might allow them to see outside the strictly rational circle of their world view in such a way as to recognize that there is indeed a different perspective which must be taken account of.

## **Ten Rules to Live By to Achieve Success**

1. **Feed Your Strengths!** Give yourself every opportunity to show others your appreciation of a situation and how you could see it through to a good outcome. Take charge where you can make it count.

2. **Face Your Weaknesses!** Understand you have limits too. Your careful world view is not the whole deal. How things look and feel may not concern you, but they concern many others. Try and allow such things to be and learn from them.
3. **Talk Time to Find Out How Others Really Think.** You need to drive past your thoughts with others and let their appreciations of a situation reach you at a deeper level. It will then be possible for you to take account of their needs as real world objectives which if included in your ideas will bring greater harmony and quality to life and relationships.
4. **Take Time Out To Let The Whole Situation Speak To You.** Don't dismiss those abstract and seemingly hard to understand or bothersome aesthetic and feeling judgments coming from others or from inside yourself. Drop everything for a while, stop thinking and worrying and just relax into those ideas and let them speak to you. Perhaps they can be accommodated, perhaps something is hiding in there which offers a new way.
5. **When You Get Upset, You Lose.** Your energy and rational understandings are strong assets, but can be very harmful if they turn against you and leave you with nothing but emotions you cannot deal with. Remember that others cannot always be expected to fall into your ways of seeing, and when your drive to make them do so fails you will suffer feelings of resentment and even abandonment. You cannot deal with the world like this. Moderate your ideas, allow others their spaces, and you will grow.
6. **Respect your Need for Intellectual Compatibility.** Don't expect yourself to be a "touchy-feely" or "warm-fuzzy" person. Realize that your most ardent bonds with others will start with the head, rather than the heart. Be aware of other's emotional needs, and express your genuine love and respect for them in terms that are real to YOU. Be yourself.
7. **Be Accountable for Yourself.** Don't blame the problems in your life on other people. Look inwardly for solutions. No one has more control over your life than you have.
8. **Be Humble.** Judge yourself at least as harshly as you judge others.
9. **Take a Positive Approach to Differences in People.** Don't distress yourself and others by dwelling on what seem to be their limitations. They need you to guide them and you need them to see things through. Try and recognize who can perform the most ably within certain fields outside your own competence. Let the feelings of others become a strength rather than a hindrance to you.
10. **Don't Get Obsessed!** Recognize the value that personal world has to you, your friends, your family, your own inner sense of self worth and life. Take pride in just being a good person and don't allow external situations to control you. Try to relax & let the moment belong to the best things you can find in others and yourself. Nothing out there is more important than your own happiness.

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