

Profile of the ESTJ (Supervisor / Guardian)

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This document contains detailed information about the *ESTJ* 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 Supervisor

In the Keirsey Temperament version of the Jung personality type system, the *ESTJ* profile is known as the *Supervisor*, though this is meant to be career advice. Here is Keirsey's description.

Supervisors are highly social & community-minded, and many rise to positions of responsibility in their school, church, industry, or civic groups. Supervisors are generous with their time and energy, and very often belong to a variety of service clubs, lodges, and associations, supporting them through steady attendance, but also taking an outspoken leadership role. Supervisors like to take charge of groups and are comfortable issuing orders. They are cooperative with their own superiors, and they would like cooperation from the people working under them. Rank, they believe, has its obligations, but it also has its privileges.

Comprising at least ten percent of the population, Supervisors enjoy and are good at making schedules, agendas, inventories, and so on, and they much prefer tried and true ways of doing things over speculation and experimentation. Supervisors keep their feet firmly on the ground and would like those under their supervision to do the same, whether employee, subordinate, spouse, or offspring. Supervisors have no problem evaluating others and tend to judge how a person is doing in terms of his or her compliance with, and respect for, schedules and procedures.

Supervisors are unbelievably hard-working. Even as children they are industrious, and they usually respect their parents as authority figures. In school Supervisors are often model students, dutifully following directions, doing all their homework, doing it thoroughly, and on time. Above all else, they wish to do what they are supposed to do, and they rarely question the teacher's assignments, method of instruction, standards, or authority. And their industry and perseverance only become more important to them as they grow into adulthood and take on the responsibilities of job and family.

Supervisors approach human relations along traditional lines. Marriage and parenthood are sacred to them, and they tend to have a large circle of friends, with many friendships faithfully maintained over the years. Social gatherings and ceremonies have great meaning for them, and they look forward to holiday parties, club dances, weddings, class reunions, awards banquets, and the like. In social situations, Supervisors are friendly and talk easily with others. Though

they can seem a bit formal in their manners, Supervisors are pretty easy to get to know. At ease in polite company, they tend not to confuse people by sending double messages or putting on airs-what they seem to be, they are.

Portrait II – The Guardian

The *ESTJ* profile is also often called the *Guardian*, though should not to be confused with the Keirsey Temperament of the same name. Please check the [Digital Citizen](#) website for more information on the Guardian Temperament. This is how the ESTJ profile is also often summarized.

As an ESTJ, 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 via your five senses in a literal, concrete fashion.

ESTJs live in a world of facts & concrete needs. They live in the present, with their eye constantly scanning their personal environment to make sure that everything is running smoothly and systematically. They honor traditions and laws, and have a clear set of standards and beliefs. They expect the same of others, and have no patience or understanding of individuals who do not value these systems. They value competence and efficiency, and like to see quick results for their efforts.

ESTJs are take-charge people. They have such a clear vision of the way that things should be, that they naturally step into leadership roles. They are self-confident and aggressive. They are extremely talented at devising systems and plans for action, and at being able to see what steps need to be taken to complete a specific task. They can sometimes be very demanding and critical, because they have such strongly held beliefs, and are likely to express themselves without reserve if they feel someone isn't meeting their standards. But at least their expressions can be taken at face-value, because the ESTJ is extremely straight-forward and honest.

The ESTJ is usually a model citizen & pillar of the community. He or she takes their commitments seriously, and follows their own standards of "good citizenship" to the letter. The ESTJ enjoys interacting with people, and likes to have fun. ESTJs can be very boisterous and fun at social events, especially activities which are focused on the family, community, or work.

The ESTJ needs to watch out for the tendency to be too rigid & to become overly detail-oriented. Since they put a lot of weight in their own beliefs, it's important that they remember to value other people's input and opinions. If they neglect their Feeling side, they may have a problem with fulfilling other's needs for intimacy, and may unknowingly hurt people's feelings by applying logic and reason to situations which demand more emotional sensitivity.

When bogged down by stress, an ESTJ often feels isolated from others. They feel as if they are misunderstood and undervalued, and that their efforts are taken for granted. Although normally the ESTJ is very verbal and doesn't have any problem expressing themselves, when under stress they have a hard time putting their feelings into words and communicating them to others.

ESTJs value security and social order above all else, and feel obligated to do all that they can to enhance and promote these goals. They will mow the lawn, vote, join the PTA, attend home owners association meetings, and generally do anything that they can to promote personal and social security.

The ESTJ puts forth a lot of effort in almost everything that they do. They will do everything that they think should be done in their job, marriage, and community with a good amount of energy. He or she is conscientious, practical, realistic, and dependable. While the ESTJ will dutifully do everything that is important to work towards a particular cause or goal, they might not naturally see or value the importance of goals which are outside of their practical scope. However, if the ESTJ is able to see the relevance of such goals to practical concerns, you can bet that they'll put every effort into understanding them & incorporating them into their quest for clarity & security.

Jungian Preference Ordering

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

Famous Supervisors

- George Washington
- Rose Kennedy
- Bernard Law Montgomery
- Sandra Day O'Connor
- Vince Lombardi
- Judith Sheindlin
- Dan Rather
- Laura Schlessinger
- Jack Webb

ESTJ 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.

ESTJs generally have the following traits:

- Natural leaders – they like to be in charge
- Value security and tradition
- Loyal
- Hard-working and dependable
- Athletic and wholesome
- Have a clear set of standards and beliefs which they live by
- No patience with incompetence or inefficiency

- Excellent organizational abilities
- Enjoy creating order and structure
- Very thorough
- Will follow projects through to completion
- Straight-forward and honest
- Driven to fulfill their duties

ESTJs have a lot of flexibility in the types of careers that they choose. They are good at a lot of different things, because they put forth a tremendous amount of effort towards doing things the right way. They will be happiest in leadership positions, however, because they have a natural drive to be in charge. They are best suited for jobs which require creating order and structure.

Career Suggestions for the ESTJ

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.

- Military leaders
- Business Administrators and Managers
- Police / Detective work
- Judges
- Financial Officers
- Teachers
- Sales Representatives

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".

ESTJs in Relationships

ESTJs are very enthusiastic people who are driven to fulfill their obligations and duties, especially those towards their families. Their priorities generally put God first, family second, and friends third. They put forth a tremendous amount of effort to meet their obligations & duties, according to their priorities. They are dedicated and committed to their relationships, which they consider to be lifelong and unalterable. They like to be in charge, and may be very controlling of their mates and children. They have high esteem for traditions and institutions, and expect that their mates and children will support these as well. They have little patience and need for dealing with people who see things very differently from the ESTJ.

Relationship Strengths

- Generally enthusiastic, upbeat and friendly
- Stable and dependable, they can be counted on to promote security for their families
- Put forth a lot of effort to fulfill their duties and obligations
- Responsible about taking care of day-to-day practical concerns around the house
- Usually good (albeit conservative) with money
- Not personally threatened by conflict or criticism
- Interested in resolving conflict, rather than ignoring it
- Take their commitments very seriously, and seek lifelong relationships
- Able to move on after a relationship breaks up

- Able to administer discipline when necessary

Relationship Weaknesses

- Tendency to believe that they are always right
- Tendency to need to always be in charge
- Impatient with inefficiency and sloppiness
- Not naturally in tune with what others are feeling
- Not naturally good at expressing their feelings and emotions
- May inadvertently hurt others with insensitive language
- Tendency to be materialistic and status-conscious
- Generally uncomfortable with change, and moving into new territories

ESTJ 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 *ESTJ's natural partner* is the *ISTP*, or the *INTP*. See their profiles on the [Digital Citizen](#) website. The ESTJ's dominant function of Extraverted Thinking is best matched with someone whose dominant function is Introverted Thinking.

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.

ESTJs 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

When an ESTJ says "I do", you can bet that they will put forth a tremendous amount of effort and energy into fulfilling their commitment to the relationship. They seek stability and security in their lives, and once they have made a commitment, it is lifelong and unalterable. They bring with them into the relationship a strong and dependable nature, which is oriented in traditions & security. They are highly energetic people who never seem to lose their energy when performing duties and fulfilling obligations.

ESTJs usually feel very strongly that they are right and that if everyone else would listen carefully to what the ESTJ has to say, then they would understand the way things really are, and the world

would be a better place. Such a strong, confident self-image is an asset in many ways, but can also be a detriment in close interpersonal relationships, if the ESTJ's mate does not feel valued for their contributions as an individual. This is a potential pitfall for ESTJs, who should try to be aware of the fact that other people have things to offer, even if they do not exactly follow the ESTJ's way of thinking. If it's not possible to do this on a larger scale, the ESTJ should perhaps focus on this area with respect to their partner's contributions.

In many ways, ESTJs are Guardians & Protectors by nature. They enjoy shielding and protecting their families, and are usually quite good at it. Their partners will appreciate and enjoy the benefits of the ESTJ's efforts in this respect, but they may also resent the more controlling aspects of the ESTJ's personality, which goes along with their strong desire to shield their loved-ones. The ESTJ may consider it their duty to instruct their spouses how to behave or what attitude to take in certain situations, which may not be appreciated.

Conversely, the ESTJ freely gives approval and affirmation when they are happy or impressed with their mate's behavior. Whether positive or negative, the ESTJ's expression can be taken at face value, because these individuals are very honest and forthright about how they feel.

ESTJs enjoy spending time with others socializing, and are likely to strongly desire that their partners also take part in these social activities. They are especially interested in any event which is associated with the family, work, or any organization which the ESTJ is part of. Since they are social creatures, they're likely to bring an emphasis on socializing to the relationship – but only after all of their work is done.

ESTJs are not naturally in tune with what others are feeling, and they may even tend to be very unobservant in these respects. This can cause problems with mates with a Feeling preference, who may feel hurt or neglected by the ESTJ. If these feelings are pointed out to the ESTJ as an important dynamic of the relationship, rather than harbored internally by the Feeler, the ESTJ is likely to attempt to be more aware of their mate's feelings and emotions.

The ESTJ gladly performs their duties in life, and wants to be appreciated for doing so. This is the greatest gift that their mates can give them – gratitude.

Sexual Tendencies

Sexually, the ESTJ is likely to be robust, enthusiastic, and athletic. They will tend to be traditional, and to expect sexual encounters on a relatively scheduled basis. They're likely to approach intimacy as a physical experience of closeness, rather than as an opportunity to express and receive expressions of love and affection. The ESTJ will probably have to work on remembering to express their feelings verbally, but their mate's appreciation will make it well worth it for those who do.

ESTJs 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

ESTJs take their parenting responsibilities seriously, and enjoy the roles and duties which they are consequently presented with. The ESTJ sees parenthood as a natural state, and welcomes the opportunity to fulfill their basic obligation to pass on their genes, and to raise children to be responsible, independent adults.

ESTJs usually expect that parents should be parents, and children should be children. There is likely to be that parent-child barrier between the ESTJ and their kids, and they are likely to expect that their children will treat them with respect and honor. They will have no patience for extreme deviation from this basic rule.

ESTJs also do not have much tolerance for inefficiency or messiness. They dislike to see mistakes repeated. Consequently, ESTJ parents may have a difficult time with their children who have iNtuitive or Perceiving preferences. They are extremely practical, and have no understanding or value for the creative imaginations of highly iNtuitive children. They will also have little patience with the unstructured, "go with the flow" attitude of their Perceiving children. This impatience with other types is a potential downfall for the ESTJ which may manifest itself in an ugly way if the rift occurs with their own children. The ESTJ should remember that what is right for them is not necessarily right for their children.

Whatever difficulties an ESTJ may experience with their child, they will always accept that child back as their own. They are strongly driven to fulfill their duties, and see parenting as one of these "must do" obligations.

Children of the ESTJ will usually remember them as dependable, reliable, strict, traditional, and always willing to sacrifice themselves for the sake of their children.

ESTJs as Friends

Although ESTJs typically put their family above their friends, they do enjoy and value their friendships. They enjoy having fun and spending time with others, especially those who share their interests and pursuits. They are likely to choose to spend free time with friends pursuing some activity or hobby - probably athletic or sports-oriented. They're likely to socialize quite a bit with their own family members, and with people who belong to the same organization or institution as the ESTJ.

ESTJs are usually status-conscious, and will respect others who they feel have achieved a high degree of success in our society. Although ESTJs have very high standards for behavior, and believe that they know what is appropriate and best in any given situation, they're likely to be less controlling with those who they feel are powerful individuals.

ESTJs will have little patience with people who seem frivolous or extremely untraditional. Conversely, those who live entirely in the current moment (Sensing Perceivers) may not appreciate the ESTJ's strong judgments, which may seem overly traditional to them. ESTJs are likely to bond best with other ESTJ, or with people of any type, if they share a common interest or goal.

ESTJs tend to be enthusiastic, sharp, and witty. They like to hear good jokes, and enjoy telling them as well. They're valued by their friends for being dependable and upbeat, and easily engaged in various pursuits.

The ESTJ is generally very opinionated, and likes to appear authoritative and in charge. They may temper this tendency when around other ESTJs whom they value. Around other types, this tendency may cause them to be abrupt and direct, to the point where they inadvertently step on people's toes.

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 and 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.

ESTJ Personal Growth

What does Success Mean to You?

People with the ESTJ personality type have a high value for social order & structure. Throughout his or her life, the ESTJ develops a set of judgment standards that they use to order events and impressions that exist in the world. These standards are essentially social principles. The ESTJ believes very strongly in their principles, and strongly disapproves of any violation. The ESTJ believes that their principles define appropriate behavior and attitudes, and therefore should be followed unconditionally. Just as they naturally create rules, and are therefore natural leaders, ESTJs also believe in following existing social rules. They often lead, but can follow easily if they trust the authority of the system they're following. The ESTJ can be quite harsh about the violation of a principle. It is more important to the ESTJ the principle is honored than that they consider the position or feelings of the individual who transgressed against the principle. Their harshness of manner may damage personal relationships, until the ESTJ incorporates standards for behavior within personal relationships into their system of social rules. The ESTJ truly enjoys being around other people, and wants to promote traditional relationships. An ESTJ may feel successful if they are able to live their lives within their defined system of principles, but their true and lasting success will come from the ability to create and sustain good and lasting principles, and thus to address all situations in their life adequately and consistently.

Allowing Your Strengths to Flourish

As an ESTJ, 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 ESTJs will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

- They believe strongly in doing their duty, and perform out of a sense of duty, rather than an expectation of getting something in return.
- They usually have a good memory.
- They're natural leaders.
- They are usually good strategists and "game" players.
- They are generally law-abiding and hard working.
- They are Loyal – to their family, friends, country, *etc.*

ESTJs who have developed their Introverted Sensing to the extent that they regularly use their tremendous inner stores of data when forming their principles for behavior enjoy these very special gifts:

- They understand and create effective and fair principles that are unconditional, and in so doing, they perform a great social service.
- They may make outstanding Judges and Politicians.
- They live their life in a highly ethical and moral manner.
- They are great strategists, and may make great military commanders.
- They're able to create systems for behavior to meet all of the needs that they encounter in life. In such a way, they are satisfied because their world is organized in a principle-centric way that is effective and enduring.

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.

Most of the weaker characteristics that are found in ESTJs are due to Extraverted Thinking taking over the personality to the extent that other functions work only to serve Extraverted Thinking's agenda. In such cases, an ESTJ may show some or all of the following weaknesses in varying degrees:

- May be unaware or uncaring of how they come across to others.
- May deliberately bully people into behaving a certain way (with the justification that they're enforcing a principle.)
- May quickly dismiss input from others without really considering it.
- May have difficulty communicating their thoughts and feelings to others.
- Maybe have difficulty understanding the importance of considering people's feelings, and trying to meet their emotional needs.
- May hold grudges, and have difficulty forgiving people.
- May have an intense and quick temper.
- May be highly controlling towards others.
- May be unable to place value on individual life.
- May be unable to see the long-term impact of their behavior.

Explanation of Problems

Nearly all of the problematic characteristics described above can be attributed to the common problem of Extraverted Thinking overtaking the ESTJ personality to the point that all other

personality functions exist only to serve Thinking's needs. A healthy and successful personality needs to have a good balance between its dominant & auxiliary functions. For an ESTJ, dominant Extraverted Thinking needs to be well-supported by the auxiliary Introverted Sensing function. If Introverted Sensing exists only to support the agenda of Extraverted Thinking, then neither function is living up to its potential, and the subject ESTJ is not reaching their potential in their job or their personal relationships.

In the case where auxiliary Sensing is underused, the ESTJ will live entirely within the boundaries of their existing principles. They will hold up their own set of principles as an inalienable representation of the Right Thing To Do, and apply everything they encounter in life to this principle system. If they perceive behavior that does not fit into their set of principles, they will ruthlessly judge it and shut down any alternative view of the violation. In being so tied to their Extraverted Thinking process, they lose the ability to truly consider incoming information, and therefore lose the ability to synergize with other people and solve problems in an effective way. Perhaps most importantly, the ESTJ loses the ability to connect with their own Self. They become out of touch with their own personal needs, and dissociated from their core Self. The net effect of these happenings is an ESTJ leader who expects absolute adherence to his or her demands; who lacks the ability to see long-range implications associated with these demands; who is unwilling to consider alternate solutions or plans; and who is dissociated from any personal priorities or value system. Such a leader is unlikely to be effective and successful in their job or personal life, although are likely unaware of the reasons for their problems.

It is quite common for people to allow their dominant function to overrule their personality. In the case of the Extraverted Thinker, allowing Thinking to dominate without counter-balance can have great impact on the social interactions of the ESTJ. Female ESTJs may be viewed as overbearing, controlling, or masculine, and may not be as readily accepted by social standards. This may cause low self-esteem in the female ESTJ. Male ESTJs are somewhat worse off, because social stereotypes may encourage them that they are entitled to be domineering. They may have no interest in growing beyond their limited outlook.

Extraverted Thinking is a personality function that creates structure by identifying and adhering to logical principles. It is a social form of judgment, in that it is defined by the external world, rather than by an inner sense of right and wrong. The true strength of Extraverted Thinking is its highly ethical nature. It is not swayed by individual appeals – it believes wholeheartedly in the merit of the Principle. If the Principle exists, then it should be followed. Once the Extraverted Thinking type has identified the principle, it is their business to enforce that principle. The Extraverted Thinker does not expect anything back for living by that principle. It expects that the principle should be respected without condition. In other words, the ESTJ believes that you should do what's right because it is what's right, rather than doing what's right because you want something in return. In this ideal sense, Extraverted Thinking judgment is the cornerstone of laws and legal systems. Extraverted Thinking has much to offer our society, in its purely of intention.

Introverted Sensing, the auxiliary function of the ESTJ, is the means of observing data and storing it for future reference. Introverted Sensing is capable of considering and storing huge amounts of data. When this data is fed into the dominant Thinking function, the personality uses real data to form principles and enforce structure upon the world. In the case where the ESTJ has an overly-dominant Thinking function, the importance of the auxiliary Sensing function is reduced.

Data cannot be seen outside of its context within a principle. The ESTJ will not be able to see beyond the fact that a principle has been violated. They will be unable to see the data objectively.

Solutions

An ESTJ who is interested in coming into his or her own potential should consciously try to suspend judgment until all of the facts are known. An effective ESTJ is not afraid to redefine principles when information cannot be understood or dealt with effectively within their known systems. Practicing this sort of behavior will help auxiliary Introverted Sensation to flourish, and thereby allow the entire personality to become a more effective and positive force.

For example, an ESTJ friend recently told me he was convinced that his mother's cleaning lady was a con-artist. I asked him why he thought so, and he said "because she takes money and does absolutely nothing." Apparently the house was not being cleaned to his standards. He believed that the cleaning lady was paid to do a certain job, and he expected that it would be completed to a certain standard for a certain fee. This was his principle. She violated that principle by not doing the job well enough. The fact that she took money for a job that she didn't do was nothing less than criminal behavior to him. When I asked him whether the cleaning lady had been given directions on what specifically to clean, he said he didn't know, but that she was a cleaning lady so she should know what to do (another principle.) We soon discovered that the cleaning lady was paid about half the going rate for her job. When I explored this situation a bit further (out of concern for my friend's mother) I discovered that the cleaning lady had almost no guidance on what to clean, but that she was busy the entire time that she hired, and that she was perhaps not the cleanest of cleaning ladies. When she was given more direction, she performed to a better standard. My assertion that the cleaning lady kept busy the whole time that she was hired was flatly rejected by my ESTJ friend. He would not consider that piece of information, nor would he consider the fact that she was paid much less than the standard rate for cleaning ladies. Within his principle system, she was a con-artist, and he did not consider data that might have offered an alternate explanation.

Rather than simply rejecting the new information that became available, my ESTJ friend could have altered his principles slightly to allow for differences in personal capabilities and results amongst individuals, and to allow for the fact that the cleaning lady getting a lower rate of pay did offset the lower quality of service at some level. Using the new data (made available by Introverted Sensing) to tweak and redefine his principles would allow him to create a more effective system of principles that would be better able to handle similar future challenges.

In general, developing Introverted Sensing is the ESTJ's key to optimizing the effectiveness and resiliency of their principles. It will also improve their general balance of character, and therefore open the door to growth within other aspects of their psyche.

Living Happily

Some ESTJs have difficulty fitting into our society. Their problems are often associated with being controlling of others, having unreasonable expectations for others' behaviors, failing to consider

others' needs and ideas, and generally coming across too strongly. These issues stem primarily from the common ESTJ habit of using Extraverted Thinking in a mode in which it quickly and automatically applies existing principles against the external world, rather than taking the time to weigh their inner data against their principles for behavior. ESTJs need to be able to use their rich store of internal data to feed their principles. Insisting on adherence to steadfast principles while ignoring factual information is a recipe for trouble, such as we have seen with various dictatorships throughout history. In order to flourish in a healthy way, the ESTJ has to recognize the importance of their inner data stores, and needs to use all the available data to form good principles. In order to accomplish this, the ESTJ needs to recognize the importance of Introversion, and develop the use of their highest introverted function, Introverted Sensing.

Specific suggestions:

- Try to gather all available facts before you pass judgment. Ask questions if necessary. Make sure that you are understanding the idea that is being communicated. After you understand the idea, figure out how it fits into your principle system.
- Be willing to create new principles and change existing principles based on new facts.
- If you become angry, walk away. When you allow anger to control your actions, you lose, and quite possibly somebody else loses too. After you have dealt with your anger and calmed down, continue with what you were doing.
- Try to identify the personality type of everyone that you encounter frequently in your life. Remember that iNtuitives sometimes speak in an indirect, wandering way. Try to have patience with this, and remember that everyone has something to offer.
- Remember that you have the most to learn from those who are very different from you. They have something to offer you, no matter how difficult it may be for you to see it at first.

Ten Rules to Live By to Achieve Success

1. **Feed Your Strengths!** You have been given the great ability to create logical, ethical principles that transcend personal experience. Allow these principles to be as good as they can be by creating them with consideration for all available data.
2. **Face Your Weaknesses!** See your weaknesses for what they are, and seek to overcome them. Especially, resist the tendency to judge too quickly & remember the importance of considering other people's feelings.
3. **Talk Through the Facts or Write Them Down.** You need to step through the facts in order to define good principles to live by. Verbalizing them or putting them down on paper may be a valuable tool for you.
4. **Take in Everything.** Don't dismiss ideas prematurely because you think you already know the answer. Seek first to understand, and then to be understood.
5. **When You Get Angry, You Lose.** Your passion for your principles is admirable, but becomes destructive when you fall into the "Anger Trap." Remember that Anger is destructive to personal relationships, and can be extremely hurtful to others. Work through your anger

before you unleash it upon others. Disagreements and disappointments can only be handled effectively in a non-personal and dispassionate manner.

6. **Be Yourself in Relationships.** Don't expect yourself to be a "touchy-feely" or "warm fuzzy" person. Realize that your most ardent bonds start with the head, rather than the heart. You expect your actions to speak for themselves to your loved ones. This may not be enough for some. 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. **Resist the Urge to Control Others.** You can't force others to adhere to your ways of thinking. You may think that you know what's best for others, but you really only know how they can best act according to your ideas of what is right. Just as you are entitled to live as you see fit, so are they. Instead of judging and controlling others, focus on using your judgment to create better impartial principles.
10. **Spend Some Time Alone.** Encourage the development of your introverted side. You'll find many tangible benefits to becoming a more well-rounded person.

References

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