

Profile of the ESTP (Promoter / Doer)

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This document contains detailed information about the *ESTP* 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 be 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 Promoter

In the Keirsey Temperament version of the Jung personality type system, the *ESTP* profile is known as the *Promoter*, though not meant to be career advice. Here is Keirsey's description.

There are lots of Promoters – maybe ten or so percent of the population, and life is never dull around them. In a word, they are men and women of action. When a Promoter is present, things begin to happen: the lights come on, the music plays, the games begin. Clever and full of fun, Promoters live with a theatrical flourish which makes even the most routine events seem exciting. Not that they waste much time on routine events. In work and in play, Promoters demand new activities and new challenges. Bold and daring at heart, and ever-optimistic that things will go their way, Promoters will take tremendous risks to get what they want, and seem exhilarated by walking close to the edge of disaster. Because of this, they make the very best trouble-spot administrators and negotiators, and they can be outstanding entrepreneurs, able to swing deals and kick-start enterprises in a way no other type can.

Promoters also have a hearty appetite for the finer things of life, the best food, the best wine, expensive cars, and fashionable clothes. And they are extremely sophisticated in social circles, knowing many, many people by name, and knowing how to say just the right thing to most everyone they meet.

Charming, confident, and popular, Promoters delight their friends & investors with their endless supply of stories and jokes. At the same time, these smooth operators are usually something of a mystery to others. While they live in the moment and lend excitement – and unpredictability – to all their relationships, they rarely let anyone get really close to them. They have a low tolerance for authority and commitment, and are likely to leave situations where they are expected to toe the mark, or where they must play second fiddle. Promoters understand well the maxim, "He who travels fastest, travels alone," although they are not likely to be lonely for long, since their boldness and sense of adventure tends to make them highly attractive to many other people.

Portrait II – The Doer

The *ESTP* profile is often called the *Doer*. This is how the *ESTP* profile is also sometimes summarized.

As an *ESTP*, your primary mode of living is focused externally, where you take things in via your five senses in a literal, concrete fashion. Your secondary mode is internal, where you deal with things rationally and logically.

ESTPs are outgoing, straight-shooting types. Enthusiastic and excitable, *ESTPs* are “doers” who live in the world of action. Blunt, straight-forward risk-takers, they are willing to plunge right into things and get their hands dirty. They live in the here-and-now, and place little importance on introspection or theory. They look at the facts of a situation, quickly decide what should be done, execute the action, and move on to the next thing.

ESTPs have an uncanny ability to perceive people’s attitudes and motivations. They pick up on little cues which go completely unnoticed by most other types, such as facial expressions and stance. They’re typically a couple of steps ahead of the person they’re interacting with. *ESTPs* use this ability to get what they want out of a situation. Rules and laws are seen as guidelines for behavior, rather than mandates. If the *ESTP* has decided that something needs to be done, then their “do it and get on with it” attitude takes precedence over the rules. However, the *ESTP* tends to have their own strong belief in what’s right and what’s wrong, and will doggedly stick to their principles. The Rules of the Establishment may hold little value to the *ESTP*, but their own integrity mandates that they will not under any circumstances do something which they feel to be wrong.

ESTPs have a strong flair for drama and style. They’re fast-moving, fast-talking people who have an appreciation for the finer things in life. They may be gamblers or spendthrifts. They’re usually very good at storytelling and improvising. They typically makes things up as they go along, rather than following a plan. They love to have fun, and are fun people to be around. They can sometimes be hurtful to others without being aware of it, as they generally do not know and may not care about the effect their words have on others. It’s not that they don’t care about people, it’s that their decision-making process does not involve taking people’s feelings into account. They make decisions based on facts and logic.

ESTP’s least developed area is their iNtuitive side. They are impatient with theory, and see little use for it in their quest to “get things done”. An *ESTP* will occasionally have strong iNtuitions which are often way off-base, but sometimes very lucid and positive. The *ESTP* does not trust their instincts, and is suspicious of other people’s iNtuition as well.

The *ESTP* often has trouble in school, especially higher education which moves into realms where theory is more important. The *ESTP* gets bored with classes in which they feel they gain no useful material which can be used to get things done. The *ESTP* may be brilliantly intelligent, but school will be a difficult chore for them.

The *ESTP* needs to keep moving, and so does well in careers where he or she is not restricted or confined. *ESTPs* make extremely good salespersons. They will become stifled and unhappy

dealing with routine chores. ESTPs have a natural abundance of energy and enthusiasm, which makes them natural entrepreneurs. They get very excited about things, and have the ability to motivate others to excitement & action. They can sell anyone on any idea. They are action-oriented, and make decisions quickly. All-in-all, they have extraordinary talents for getting things started. They are not usually so good at following through & might leave those tasks to others. Mastering the art of following through is something which ESTPs should pay special attention to.

ESTPs are practical, observant, fun-loving, spontaneous risk-takers with an excellent ability to quickly improvise an innovative solution to a problem. They're enthusiastic and fun to be with, and are great motivators. If an ESTP recognizes their real talents & operates within those realms, they can accomplish truly exciting things.

Jungian Preference Ordering

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

Famous Promoters

- Ernest Hemingway
- Franklin D. Roosevelt
- Eva Peron
- Winston Churchill
- Grace Slick
- Donald Trump
- Madonna
- George S. Patton
- John F. Kennedy

ESTP 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.

ESTPs generally have the following traits:

- Action-oriented
- Live in the present moment
- Dislike abstract theory without practical application
- Like to see immediate results for their efforts
- Fast-paced and energetic
- Flexible and adaptable
- Resourceful

- Seldom work from a plan – make things up as they go
- Fun to be around
- Highly observant
- Excellent memory for details
- Excellent people skills
- Good-natured
- Excellent ability to see an immediate problem and quickly devise a solution
- Attracted to adventure and risk
- May be flashy or showy
- Like initiating things – not necessarily following them through to completion

ESTPs have some advantageous traits which are unique to their personality type. Their skills of observation make them extremely good at correctly analyzing and assessing other peoples' motives or perspectives. Their people skills allow them to use this knowledge to their advantage while interacting with people. For this reason, ESTPs are excellent salespeople. They also have a special ability to react quickly and effectively to an immediate need, such as in an emergency or crisis situation. This is a valuable skill in many different professions, perhaps most notably in action-oriented professions, such as police work. ESTPs enjoy new experiences and dealing with people, and dislike being confined in structured or regimented environments. They also want to see an immediate result for their actions, and don't like dealing with a lot of high-level theory where that won't be the case. For these reasons, they should choose careers which involve a lot of interaction with people, and do not require performing a lot of routine, detailed tasks.

Career Suggestions for the ESTP

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.

- Sales Representatives
- Marketing Personnel
- Police / Detective Work
- Paramedic / Emergency Medical Technician
- PC Technicians or Network Cables

- Computer Technical Support
- Entrepreneurs

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 and balanced can communicate effectively and make a relationship work, but many people 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".

ESTPs in Relationships

ESTPs are gregarious and fun-loving individuals who want to make the most of every moment. They love action, and always seem to be doing something. This enthusiasm is carried over to their personal relationships, which they approach with the desire to make the most of their relationships on a daily basis. They tend to get bored easily, and may be prone to switching relationships frequently unless they find an outlet for their boredom elsewhere. They approach

life on a day-by-day basis, so long-term commitments are not naturally comfortable for the ESTP. They may feel tremendously committed, but they want to take their commitments day by day.

Relationship Strengths

- Can be quite charming
- Witty, clever, and popular
- Earthy and sensual
- Not personally threatened by conflict or criticism
- Excellent and clear-headed dealing with emergency situations
- Enthusiastic and fun-loving, they try to make everything enjoyable
- As “big kids” themselves, they’re eager, willing and able to spend time with their kids
- Likely to enjoy lavishing their loved ones with big gifts (both a strength and a weakness)

Relationship Weaknesses

- Not naturally in tune with what others are feeling
- Not naturally good at expressing feelings and emotions
- May inadvertently hurt others with insensitive language
- May be very good with money, but highly risky with it as well
- Living in the present, they’re not usually good long-range planners
- May fall into the habit of ignoring conflict, rather than solving it
- Don’t naturally make lifelong commitments – they take things one day at a time
- Prone to get bored easily
- More likely than other type to leave relationships quickly when they get bored
- Likely to enjoy lavishing their loved ones with big gifts (both a strength and a weakness)

ESTP 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 *ESTP’s natural partner* is the *ISFJ*, or the *ISTJ*. See their profiles on the [Digital Citizen](#) website.

The ISTP's dominant function of Introverted Thinking is best matched with a partner whose personality is dominated by Extraverted Thinking. The ESTP's dominant function of Extraverted Sensing is best matched with a personality type that is dominated by Introverted Sensing.

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.

ESTPs 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

ESTPs are enthusiastic and friendly people who approach everything in a Big way. They can be extremely charming, especially in the beginning of a relationship. They’re also quite generous, and known for “sweeping their partners off their feet”. They’re very sensual and earthy, and are usually live fast-paced lives where their focus is on the present moment. They bring a lot of fun and energy into their personal relationships.

Commitment is not a strong point for the ESTP. Living almost entirely in the present moment, they’re not comfortable with making plans far in advance for their future. If this tendency is not addressed in the ESTP, they may fall into a pattern of jumping from relationship to relationship without ever making a real commitment. If this is okay with the ESTP, then that behavior is fine. Most people at some point in their lives do wish to settle down. If the ESTP reaches that point, there’s no reason they can’t make a commitment as long as they consciously renew it to themselves daily.

ESTPs are not naturally in tune with what others are feeling, and may lack in the areas of giving affirmation, gratitude, and support to their partners. They tend to believe that actions speak louder than words, and so don’t understand the need to say things which should be obvious. Types with the Feeling preference require positive feedback in a way that ESTPs don’t. The best gift that the ESTP partner can give to their Feeling mate is often the expression of their love.

Sexual Tendencies

Sexually, the ESTP approaches intimacy as a tangible, fun way to make the most of the relationship in the present moment. They’re keenly aware of their senses, and so are very sensual and earthy lovers. They are likely to view intimacy from a lighter, physical perspective rather than as an opportunity for expressing a lot of verbal affection and affirmation. If partnered with someone who has the Feeling preference, they should consciously make the effort to sometimes verbally express affection during intimacy.

ESTPs 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

There is a little bit of kid in every grown-up ESTP, so they’re likely to really enjoy spending time playing with their children. The ESTP’s goal with regards to parenthood is usually not structured or organized. They tend to take things as they come, and teach their kids what seems appropriate when situations occur. The ESTP is enthusiastic about both teaching their children and learning from them. They’re likely to value their kids as individuals, and allow them to have their own voices in the family unit.

The ESTP doesn’t believe that they have all the answers. They believe that many things in life have no obvious answer. They tend to be very down to earth individuals who do not believe that they’re better than others, or that they have some great voice of authority within them. Therefore, they’re likely to be their children’s friend and companion more than a disciplinary guide. However, the ESTP will not have a problem with issuing punishment and discipline when necessary. But, the ESTP has such easy-going ways that they’re not likely to see the need for discipline as frequently as some other types do. This may be a point of contention between the ESTP and their mate.

Highly practical and quick-acting, the ESTP is excellent to have around in an emergency. They’re tuned in to everyday needs, and are likely to be good providers of practical care. They will not be overly expressive of their feelings for their children, and may be gruff and unnatural when expressing love.

In general, ESTPs are enthusiastic parents who usually form strong bonds of friendship with their offspring.

ESTPs as Friends

ESTPs are very good with people. They have excellent skills of observation, and know how to act appropriately with all types of people. Consequently, the ESTP can get along with just about any personality type.

The ESTP is not likely to choose to be around all of the personality types. They have little patience for iNtuitive Thinking types, who seem very abstract and theoretical to the ESTP, who values action. The ESTP is likely to choose to be around people who have similar interests to their own – such as sports-oriented interests. They will probably spend time with their friends doing things, rather than just sitting around hanging out.

The ESTP is usually quite popular, because they’re enthusiastic, fast-paced, friendly, talkative, and know how to have a good time. Some ESTPs tend to “move on” quickly in life, and don’t

form very long friendships. Many ESTPs have lifelong friends, because although they take life day by day, they feel tremendous loyal and “brotherhood” towards their peers. They’re highly valued by their friends for their fun-loving natures and loyalty.

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 that are quite different from our own. If this is the case, 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.

ESTP Personal Growth

What does Success Mean to You?

With a dominant function of Extraverted Sensing & an auxiliary function of Introverted Thinking, people with the ESTP personality type have a heightened need for sensory experience and for

tactile engagement with their physical environment. The ESTP is most comfortable when they can treat life as a big game in which they must be quick to use their skills in order to win. In such a game-playing scenario, the ESTP is most likely to be the winner, as no other personality type is as quick on their feet as the ESTP.

ESTPs have an amazingly ability to size up people in an instant and come up with an accurate ballpark understanding of where they are coming from. The ESTP cannot help using this skill, it is natural for them, but it brings them great satisfaction to be able to use this skill to enact some personal gain, or to “win the game.” The ESTP is also strongly driven to tangibly interact with their immediate physical environment. This need manifests itself in many ways, most commonly as an attraction to sports or physical challenges, and as a desire to always be doing something. ESTPs are the great Doers. If you want to make something happen quickly, ask an ESTP. These inherent skills make the ESTP likely to find success professionally as salespeople or professional athletes. However, any career that capitalizes on their people skills or their ability to maneuver in their physical world & gives them immediate feedback is likely to be a good fit for the ESTP.

The ESTP’s need to be engaged with their immediate, external world makes success on a personal level more challenging. They feel happiest when they are outside of themselves, but personal success requires going within to get to know the self. However, once these needs are recognized, they are not mutually exclusive. The ESTP who feeds their constant drive for new sensory experiences as well as their need for real reflection upon those experiences and impressions will find a deeper level of personal satisfaction than the ESTP who allows his immediate needs for sensory experiences to yank him about.

However, even those ESTPs who have developed their ability to reflect on matters will always be connected at some base level to the strong desire for new experiences, and will get their “bread and butter” feelings of success from conquering challenges in their physical environment. ESTPs need to know they’ve got the goods, won the moment, done the job. Once given a task that intrigues them, or having discovered something new to be tried, very little will stop them from doing all they can to meet the challenge, and thereby achieve what they consider to be a personal success. Success to an ESTP is usually not measured in ongoing terms, but in transient moments of achievement, moments which bring the ESTP the needed feeling of having won the day.

Allowing Your Strengths to Flourish

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

- A great talent for reading people and knowing “where they’re at” by just watching their behavior and mannerisms.
- The ability to draw upon an extremely detailed and ready knowledge of the physical world around them at a moment’s notice.

- A competitive flair which drives them to win out in difficult situations. ESTPs love to have the odds stacked against them, which makes them great troubleshooters or the type of sales people who can cold canvass a winning deal from the hardest client.
- A mental toughness which makes them extremely hard to beat. In any contest, the ESTP will almost always be the last man standing.
- A strong, “get after it” mentality that causes them to get things done.

ESTPs who have developed their Introverted Thinking to the extent that they consider what their perceptions mean to them and discriminate carefully between the options available rather than simply flowing with the process of the moment, will enjoy these very special gift:

- The ability to recognize when others are uncomfortable or in trouble and deal with their problems.
- The ability to realize that there is value in meeting other people’s needs in a real way.
- An understanding that other people may have a different perspective on life, and that other perspectives may be useful and valid.
- An ability to make the most of their winning capabilities over a long term.
- A special talent for showing others how to make the most of situations. Such ESTPs can be extraordinary teachers of positive life skills.
- A knack for showing not only how certain things can be done, but how they can be done in a far more valuable or efficient way. Such ESTPs are an asset to any company involved in manufacturing.
- A skill for understanding the behavior of people and predicting patterns. ESTPs can make very good detectives or analysts.

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 found in ESTPs result from Extraverted Sensing dominating their personality and co-opting the usefulness of their other functions, whilst other difficulties stem directly from the ESTP’s inability to use their less adapted functions of Extraverted Feeling and Introverted iNtuition. Either singly or in combination, these ESTP traits cause most or all of the following weaknesses in varying degrees:

- Can become morose or even antagonistic in situations offering little promise of advantage or the possibility to “do something.”
- May be manipulative, taking advantage of other people’s weaknesses for their own gain.

- May be unwilling or unable to plan anything in advance themselves, or to follow other's careful plans.
- Can be overconfident of their own cunning or ability, ignoring problems which eventually catch up with them on their blind side.
- May find it difficult or be actually unwilling to follow through where an ongoing commitment is expected.
- In relationship situations may be overbearing, demanding and/or uncaring of the feelings of their partner.
- When alone or in reduced circumstances may be subject to dark or morbid feelings about themselves.
- May be unable to maintain employment for any length of time, losing credibility with potential employers or clients by job hopping.
- May become so engrossed in challenging activities that they lose all sense of proportion, neglecting themselves and their relationships.
- Without challenges of their own, may become focused on the behavior of others, particularly that of family or employees, insisting that they live up to what the ESTP sees as the proper code or level of accomplishment.

Explanation of Problems

Because the ESTP is driven to experience the world through concrete sensation, their need for sensual experience combines with the possibilities of the moment to provide everything they feel is necessary to life. Using Introverted Thinking only to justify or enhance their sensual needs, the ESTP can easily flow with the world in a reckless manner, their own behavior mapped and justified by a ruling grid locked only to the objective action of the moment. Many difficulties described above flow from this common ESTP trait of attending only to the world and the people around them for the sake of satisfying their constant need for fresh experiences & new conquests. For the ESTP who lacks the support of a well adapted rational, judging function, the objective world remains an endlessly fascinating playground, where the constantly changing rules of the game often provide the only real codes of conduct they live by.

Without a well developed Introverted Thinking function enabling the ESTP to reflect upon the consequences of their actions and desires, the feelings & needs of others can seem of little concern to them. Often, those who cannot match the ESTP round for round are considered persons of little consequence, or valued only as useful pawns in an endless game of one-upmanship where the gratification of the ESTPs needs is the only object. In addition to this, because Feeling is the ESTP's tertiary function, its judgments tend to be colored by the unconscious background, which means that it is often used negatively. In responding to the ESTP's sense driven thinking assessments, such a feeling function plays down empathy and enhances the maintenance of negative feelings about others, particularly when they do not "go along" with the ESTP's primary function driven ways and needs.

Under such conditions the strongly expressing ESTP, whose auxiliary Introverted Thinking function serves only to make biased, supportive, “correct” judgments about their own behavior, will often “stand outside the circle”, their biased judgments reducing others to a mere audience, expected to support the ESTPs notions without question. In relationships this can be a danger, for it means the ESTP will rarely accede to the feeling based demands of others, nor give credit to those ideas which arise from an iNtuitive outlook on life. Their behavior in this regard often borders on outright contempt or a sullen refusal to accept anything outside their own purview.

Such strongly expressing ESTPs can sometimes find themselves without any truly close relationships, for their behavior often provides a strong signal to others, who sense that “here be dragons”, and consequently offer as little as possible of their personal feelings or worldly knowledge as grist to the ESTPs one-upmanship mill. Under these circumstances, whilst the ESTP may have lots of acquaintances and partners in fun, there will be very few who will befriend them at any truly supportive, emotional level.

Apart from the reasons given above, some narrowly expressing ESTPs can sometimes find themselves isolated because of the unusual things they believe about people and the world - particularly in regard to the reasons they believe certain things happen. The ESTP is extremely familiar with the workings of the immediate, rational world of the senses, but because their iNtuition is a virtually unconscious function, their ideas about things outside their ken can quite often be extraordinarily quaint, superstitious or just downright bizarre, and their thinking can weave some amazing logic to support these beliefs. This rarely affects their day to day life, for these ideas and superstitions quite often support their keenness and abilities, but in a situation where truly iNtuitive or theoretical notions are considered relevant and important, the ESTP can find themselves very much the odd man out.

Of all the personality types, the strongly expressing ESTP can be the hardest to convince that their world view is not the only valid one; that it does not necessarily spring from the best and only way to be; that everyone else in the world who is “normal” does not approach life in the same way as the ESTP.

Solutions

To grow as an individual, the ESTP needs to focus on freeing their thinking from the control of Extraverted Sensing & allow themselves the space to make careful, rational judgments. Not only about the immediate, external situation, but also about the ways in which it can be managed to create a more valuable, long term result. The ESTP’s capacity to do this is innate; it hides just beneath the surface and takes only a few deliberate moments to allow it to work. All the ESTP needs to do is to recognize the difference between thinking with the moment, with the subject of their immediate sense impressions, and the thinking they do when nothing else grasps their attention. The ESTP needs to recognize that the second kind of thinking, this “alone with self” space, is full of potential for careful judgment of their actions and consideration of the best course for the future. Introverted Thinking is in truth the ESTP secret weapon. It is Introverted Thinking working in the background of their life which makes ESTPs potent personalities. Bringing it to the foreground, allowing its power to be no longer a secret to them is the key to ESTP development.

I want to offer the ESTP some specific suggestions and advice here, for bringing the value of introspection into focus it isn't just a matter of flipping a switch in the head. One of the reasons for this is that, when uncoupled from the fascinations of the outer world and reality, the ESTP's Introverted Thinking tends to get caught up in the negative judgments and images which flow from their feeling and iNtuitive functions; all too easily falling into a cloudy, uncertain world of anxieties and sinister implications. The ESTP's inner space needs to be cleared of this often childish and ill-informed miasma of negativity. So it is necessary to reassure yourself, to calmly and decisively insist upon quiet in your inner mind, and have faith that all concerns will be taken care of by the "adult of the household" (the mature version of Introverted Thinking.)

Turning off the world and getting into your own space can be difficult at the beginning, but it provides the greatest rewards. For the ESTP doesn't need to learn how to think, they already do it extremely well – they just need to turn their thinking upon themselves. They need to measure and evaluate their usefulness, their actions, their relationships in ways that look for quality, and in ways to offer value to all things and people in their lives.

Challenge yourself. Challenges are simple stuff for the ESTP, and all it really takes is a few moments of reflection each day. Ask yourself regularly: "What am I doing? Why am I doing it? Who benefits from it?" Ask these questions in every type of situation, and discover how the answers begin showing a path toward not only greater understanding of self and others, but also show ways to include others in a relationship with your whole self. Soon you will discover your feelings and iNtuitions coming on board with a more positive and inclusive force. Growing yourself soon becomes easy, because it just takes the simple routine of letting your innate power of considered thought work upon your own life, rather than only using it to support what's going on outside. Think about it.

Living Happily

ESTPs usually have a strong group of supporters, both at work and socially. They are often popular, their appeal is magnetic and they attract those who would like to do the things they can do. The problems the ESTP has fitting into the world tend to be related to the flip side of this attractive and challenging exterior, for the deeper and more intimate side of people tends to avoid them, just as the ESTP tends to avoid the deeper connections. ESTPs have no trouble attracting lovers and admirers, they simply have trouble keeping them, for once relationships begin to demand constancy and deep, feeling based connections, the ESTP is often left wondering what the fuss was about. Their inadequacy in this regard can often make others feel they are lacking any real feelings or desire for commitment, whilst the truth is that they simply do not know the path to such things without a long & difficult learning period. They are more frightened of feelings rather than unable to feel, they are more timid of commitment rather than unable to commit. In relationships the ESTP needs reassurance, but all too often their needs are unspoken and interpreted as inabilities.

Specific suggestions:

- Ask yourself what you want from a long term relationship. Now turn this around and see how your requirements compare with others. Are you being realistic? Have you forgotten

to include the needs of others in your ideal relationship? Are you afraid of the things you need to offer, or are you just afraid that in offering them you will lose something?

- Always remember, that a relationship which adds to your personal skills and life is a valuable one, while a relationship which limits your ability to be yourself is not going to work. Now try to see how your own demands and needs might add to another, and what they might take away from them.
- Don't be afraid of letting your feelings show, even if they frighten you for their weakness or showing your own vulnerability. More often than not, such honesty is the beginning of the kind of relationship that can lead you to grow.
- Your best partner is going to be the one who fills your private space, your thinking space, as well as your senses. Try to talk to others about what you think. Discover yourself in your thoughts and let relationships grow through your letting the other person into your inner world. Discuss your fears and limits and discover the strength available to you from the support of another who may have what you need.

Ten Rules to Live By to Achieve Success

1. **Feed Your Strengths!** Give yourself every opportunity to show your innate skills. If you are not in a relationship or a job which allows this to happen, it might be time to discover ways to change this. Remember, your strengths derive from being able to deal with the world, with situations where getting things done, where opportunities to surmount difficulty exist.
2. **Face Your Weaknesses.** Try to be straight up with yourself. You have limitations others find as strengths. So what? You don't have to hide behind a curtain of fear just because you have difficulty with feelings or sorting out your inner perceptions. Allow yourself to be who you are and at the same time let others help you be more honest with your limitations.
3. **Talk About Your Thoughts.** Discussing your ideas and perceptions with others will help you to develop your separate, inner reality, make you a "real" person to them even without all that external activity. How well you use your auxiliary function is very important to your overall health and happiness.
4. **Don't Be Afraid to Show Emotion.** Your inferior functions want you to be still a child inside, and that makes you run, that makes you want to prove yourself even more. You don't have to prove anything to anyone in this regard. Everyone feel emotion and everyone is a little child inside. Find those people whose eyes tell you that you are not alone, and let them hear your child's voice.
5. **Respect Your Need for Action.** Understand that you need to be actively working with your environment to be "in the groove" with life. Don't chastise yourself for not being the sort to sit around and read a book or watch a movie. Choose a partner and companions who value active lifestyles, but remember to allow yourself time out to consider how their input into your life will change it. Don't just follow your nose – life is not an endless party or expedition.
6. **Recognize the Differences in Others.** Realize that everyone is different, not just a little different, but very different. Everyone has their place and value. You need to notice those values and places, places where you cannot easily fit. You can learn from these people, for

they have gifts you can use, gifts they offer simply by being who they are. Try figuring out their psychological type for yourself and notice how certain types can lift you out of negative feelings just by being who they are.

7. **It's OK to Get Out of your Comfort Zone.** Understand that the only way to grow is to get outside of your comfort zone. If you're uncomfortable with an idea or situation because you're not sure how to act, that's good! That's an opportunity for growth.
8. **Identify and Express Your Feelings.** You may have a hard time figuring out exactly how you feel about someone that you're involved with. It's important that you do figure this out. Don't lead someone on with your ambivalence. If you determine that you value the person, tell them so every time you think of it. This is the best way to make them feel secure in your affections, and so to promote a long-lasting relationship.
9. **Be Aware that You can Fail, and that it is OK.** Not every mountain can be climbed, not every customer will be satisfied, no matter how hard you try or no matter what tricks you bring to bear. Getting beaten is an opportunity to reflect upon what is important, what really matters in life. Next time you will take up a challenge more worthy of your skills, and more valuable to others. You can be a champion, and it will be at your own game. Try to let it be a game of life, where everyone wins if you do.
10. **Assume the Best.** Don't distress yourself with fear and dark imaginings. Expect the best, and the best will come.

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