



Extraverted Intuition with Thinking

ENTPs are innovative, strategic, versatile, analytical, and entrepreneurial. They enjoy working with others in start-up activities that require ingenuity and unusual resourcefulness.

Contributions to the Organization

- View limitations as challenges to be overcome
- Provide new ways to do things
- Bring a conceptual framework to problems
- Take initiative and spur others on
- Enjoy complex challenges that address future needs

Leadership Style

- Plan theoretical systems to meet organizational needs
- Encourage independence in others
- Apply logic and find models for change
- Use compelling reasons for what they want to do
- Act as catalysts between people and systems

Preferred Learning Style

- Active, conceptual, and expertly taught
- Challenging and big-picture-focused

Order of Preferences*

1. Intuition
2. Thinking
3. Feeling
4. Sensing

* See pages 26–29 for further explanation.

Problem-Solving Approach

- Want to explore future possibilities and patterns (N) and logically analyze the pros and cons for each (T)
- May need to include what people want and need (F) and the relevant facts and details (S) for optimal results

Preferred Work Environments

- Contain independent people working on models to solve complicated problems
- Provide for flexibility and challenge
- Are change-oriented and nonbureaucratic
- Have competent people
- Reward risk taking
- Encourage autonomy and freedom of action
- Focus on the big picture

Potential Pitfalls

- May become lost in the model, forgetting about current realities and details
- May be competitive and unappreciative of the input of others
- May overextend themselves and reach burnout
- May resist standard procedures and processes

Suggestions for Development

- May need to pay attention to the here and now and the essential facts
- May need to acknowledge and validate others' contributions
- May need to set realistic priorities and time lines and know when to stop
- May need to learn how to work within the system

never sure before an interview what ground will actually be covered, since he doesn't attempt to control his Intuition but rather lets it take him where it will. Brent's new love—writing science fiction—is another excellent vehicle for his dominant, as the topics are not limited by reality and are almost a pure expression of his imagination.

Brent introverts his Thinking (auxiliary), which helps him to be calm and collected in the face of some very stressful and anxiety-producing moments. Part of why he makes it look easy is that his "internal thinking" doesn't let his own emotions get in the way. In fact, his own assessment of himself is much more important than others' views, and since he is so demanding of himself, he seldom puts on a performance he is not pleased with. Consistency is a principal that governs Brent's work.

Over the past few years, Brent has gotten more in touch with his Feeling side (third function), and as a result, he has focused more energy and attention on his wife and daughter. He has also come to appreciate that his long-term friends are more important to him than he realized. More comfortable by himself than he was in the past, Brent enjoys working alone on his writing. He has developed better access to his Introverted side.

Common Threads

Although Steven, Sheila, and Brent have different backgrounds, experiences, and careers, there are certain common threads woven through their stories. Their specific interests and abilities may differ, but owing to their similar temperament values, the *same hierarchy* of their psychological functions, and the "world" they naturally use them in (inner or outer), there are certain observations we can make about the needs of many ENTPs.

What follows is a list of the most important elements—the formula, if you will, for ENTP satisfaction. Given the uniqueness of all individuals—even those who share the same type—this list will not describe each ENTP equally well. The important thing is that these ten elements, with varying degrees of intensity and in different orders of importance, identify what ENTPs need to be satisfied.

After you have reviewed this list, we recommend that you go back and prioritize the elements in order of *their importance to you*. When doing this, think of past work experiences as well as your present job, and what you found particularly satisfying or unsatisfying. Try to look for *themes* that run through several experiences, not just the events that might be true for one work situation but not for another.

As an ENTP, career satisfaction means doing work that:

1. Gives me opportunities to engage in creative problem solving and/or generating new and innovative approaches to problems
2. Lets me implement my innovative solutions in the creation of more efficiently functioning systems
3. Acknowledges and encourages my creativity, competency, and ability to improvise
4. Lets me experience a variety of situations filled with fun, action, and excitement
5. Follows a logical order and is based upon objective and fair standards, rather than the likes or dislikes of one individual
6. Lets me increase my professional and personal power and interact frequently with other powerful people

7. Lets me meet and have constant interaction with many different people, especially those I respect
8. Can be done in a rapidly changing, high-energy environment with significant interaction with others
9. Is done in an environment that is casual and unstructured; where I can experience a high degree of personal freedom, time off, and the opportunity to operate in a spontaneous way
10. Allows me to design or start projects but does not require me to follow through with tedious details

Work-related strengths and weaknesses of ENTPs include:

STRENGTHS

- Use ingenuity and ability to improvise to solve problems
- Work best with a succession of stimulating projects
- Can be entertaining and inspirational public speakers
- Good at innovation and impersonal analysis
- Confident and can be almost anything they want to be

WEAKNESSES

- May lose interest in projects when creative problems are solved
- May have difficulty applying selves to details and follow-through
- Don't like routine or repetition and may resist doing things in established manner
- Often interrupt others; may be overconfident and misrepresent their abilities
- Can be undependable and irresponsible

Popular Occupations for ENTPs

Because of their combination of preferences, ENTPs are naturally drawn to a wide variety of occupations.

In listing occupations that are popular among ENTPs, it is important to note that there are successful people of all types in all occupations. However, the following are careers ENTPs may find particularly satisfying and some of the reasons why. This is by no means a comprehensive listing. It is included to suggest possibilities you may not have previously considered.

POLITICS

- Politician
- Political manager
- Political analyst
- Social scientist

These occupations allow ENTPs to use their ideas, knowledge, and personal sophistication in a highly charged, fast-paced, and powerful arena. ENTPs are able to use their abilities to see trends, themes, and public opinion shifts and adapt to those changes. ENTPs are drawn to the powerful and enjoy working with a variety of different people. The world of politics requires they meet and establish rapport quickly with those whom they wish to influence. ENTPs often enjoy public speaking and can be excellent orators, using figurative, expansive language, and expressing great vision.

PLANNING AND DEVELOPMENT

- Strategic planner
- Personnel systems developer
- Real estate agent/developer
- Special projects developer
- Investment broker
- Computer analyst
- Industrial design manager

Careers in planning and development require the ability to use one's vision and anticipate trends and formulate creative plans. Developers work on speculative projects, often needing to convince others of their merit and potential for success, an activity

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ENTPs enjoy and often excel at. Developers also need to remain flexible, adapting to new opportunities, ready to put together new "deals" without much preplanning or notice. ENTPs enjoy careers in strategic planning if they are allowed to focus on the development of innovative solutions to problems and then delegate the follow-through of the details to others.

MARKETING

- Advertising creative director
- Marketing researcher/planner
- Public relations specialist

The fields of marketing, advertising, and public relations allow the ENTP to be involved with other creative people, developing and implementing their ideas, often in creative and exciting ways. ENTPs enjoy the fast-paced, sometimes glamorous world of public relations and advertising and are able to use their charm and people skills selling their ideas and concepts. Market research requires ENTPs to use their abilities to spot trends. It also stimulates and satisfies their insatiable curiosity and active imagination.

ENTREPRENEURSHIP

- Entrepreneur
- Inventor
- Management consultant
- Venture capitalist
- Literary agent
- Photographer
- Journalist
- Owner: restaurant/bar
- Actor

ENTPs are born entrepreneurs! The appeal of these careers to the ENTP is the ability to create a work environment that is new, flexible, and changing. These careers often involve the interaction and participation of many people, creating new concepts and approaches, thinking in innovative ways, and

engaging in a certain amount of risk-taking. The projects are often large-scale, requiring the development of big budgets and the participation of powerful and influential people.

Remember, these are only some areas that provide satisfying expression for the unique natural talents of the ENTP.

Implications for the Job Search

Knowing the particular strengths and blind spots of your type can afford you a tremendous advantage in your job search campaign. In all aspects of the process, from conducting research into available positions, identifying and contacting prospective employers, developing personal marketing tools such as résumés, arranging and conducting job interviews, negotiating salaries, to finally accepting a position, people will act true to their type. Being able to capitalize on your assets and compensate for your liabilities can make the difference between a successful and an unsuccessful job search.

Differences between types are sometimes subtle and other times dramatic. It is the subtle variations in advice we offer that make the real difference between success or failure in a job search. The concept of "networking," or meeting with and talking to people to gather information about potential jobs, serves as a good example. Extraverts will naturally enjoy networking and are advised to do so on a large scale, while Introverts find more limited and targeted networking, especially with people they already know, easier. Sensors tend to network with people in a defined scope, while Intuitives will go far and wide to find people often seemingly unrelated to their field of interest. Further, Feelers take networking, like everything else, very personally and enjoy establishing warm rapport, while Thinkers will be more objective and detached in their style. Finally, Judgers tend to ask

fewer and more structured questions during their networking, while Perceivers could ask questions of all sorts all day long! One valuable search technique, many ways to implement it.

Pathways to Success

As we will detail in the following pages, your strengths and talents will serve you well in the information-gathering stages of the job search. Your innovative approach and energetic and charming style will be great assets. Beware, however, of your tendency to underestimate the importance of following through on necessary details in your excitement to pursue yet another option.

As an ENTP, your most effective strategies will build on your abilities to:

Generate enthusiasm for yourself and your ideas.

- Use your natural enthusiasm for your ideas and inspirations when describing your abilities, success with past projects, and potential contributions.
- Express your confidence in yourself and your ability to master any project or challenge.

When ENTP Steven faces the challenge of winning over a skeptical potential client, he lets his imagination and enthusiasm for the project and its potential for positive change lead the discussion. He speaks about past successes and also talks about what he will be able to accomplish for the client. Sometimes, those are goals the client didn't even imagine were attainable before Steven pointed them out.

See new and exciting possibilities.

- Develop ideas for ways you might benefit an organization or company using

your ingenuity and imaginative use of systems.

- Discuss how those changes will solve present and future problems.

Jeff used his imagination and vision to see ways he could help make a developer friend's health club project a reality. During the first casual conversation about the project, the light went on for Jeff and he began to brainstorm ways to improve and extend the original scope of the project. His enthusiasm was so infectious, he essentially sold himself to the developer as a vital element in the future success of the club. The fact that the job didn't formally exist yet did not deter Jeff from seeing its potential. Because he was able to communicate that energy to the developer he secured an excellent career opportunity.

Create your own job opportunities.

- Use your "vision" to anticipate trends, where people with your talents will be needed in the future, and so on.
- Use your energy and ability to meet people and introduce yourself to those who might best connect you with other influential people.

When Ann's job was about to be phased out, she used her vision and personal charm to find out which areas of the firm would be expanding over the coming months. She developed a friendship with an upper-level manager and soon learned about a new, experimental project being designed. She made a proposal over lunch to her friend and was able to get in on the ground floor of the new venture before her current job ended.

Collect a great amount of information from talking to people.

- Network extensively, especially with those who know many people with

whom you might talk to identify possible career opportunities.

- Ask others to brainstorm with you to develop a list of options you might research later.

When Marcia relocated to Chicago, she developed a list of contacts through her old college friends in the Chicago area and the advertising club of Greater Chicago. Marcia called on everyone. She enjoyed the process of meeting new people and found that in four weeks, she had a large roster of contacts. She ultimately met with a creative director of a large firm specializing in high-tech clients, which appealed to her because it was a new interest area to tackle. They hit it off, and she was offered a job. It was her twenty-second informational interview.

Understand what motivates others.

- Tune in to what others are saying and not saying about their needs as employers so you can discuss how your skills and abilities can assist them.
- Express your natural charm and sense of humor to create rapport and a positive working relationship.

Mike was applying for a high-paying job as special projects developer at a growing real estate development firm. He knew he was up against another candidate with more experience and a strong background in the financial market. He decided that he would use his natural charm to make friends with the interviewers. He immediately created a friendly, light atmosphere where all members of the group were laughing and sharing "war stories" from past projects. Mike was offered the job because, as he was later told, the group viewed him as a member of the team from the very start.

Improvise: show others how you can think on your feet.

- Demonstrate your ability to deal imaginatively with unexpected situations.
- Discuss your abilities and experience with crisis management and other emergencies, generating confidence in your capacity for responsibility.

While Gail was interviewing at a management consulting firm, the interviewer's assistant announced that proposals being prepared for a big presentation that afternoon were in a truck that had been disabled on the highway. Gail offered to call a friend who operated a personal delivery service. Gail arranged for a driver to meet the disabled truck, load the proposals, and deliver them to the meeting. The interviewer and the firm's new client were impressed with Gail's quick thinking and ability to avert a potential disaster.

Analyze long-range implications.

- Demonstrate your ability to anticipate consequences, and to logically analyze products and processes.
- Demonstrate your ability to be objective by offering honest critiques of past work situations.

Possible Pitfalls

Although all people are unique, there are certain *potential* blind spots that many ENTPs share. We specify "potential" because some of the following may clearly be true of you, while others may not apply. While considering them, you may notice that these tendencies do not relate just to the job search but rather describe pitfalls which you may have experienced in other aspects of

your life as well. It is therefore helpful to consider each one in terms of your past experiences by asking yourself, "Is this true for me?" And if so, "How did this tendency prevent me from getting something that I wanted?" You will probably notice that the key to overcoming your blind spots is the conscious and thoughtful development of your third and fourth functions (Feeling and Sensing). We recognize that many of the suggestions will be difficult to implement, but the more you use these functions, the fewer problems they will cause you in the future.

Avoid the tendency to generate so many options that it is impossible to make a decision and follow through on necessary details.

- Try to pay close attention to the facts, details, and timeliness of a project. Eliminate unrealistic options along the way and stick with your established list of priorities.

Try not to dismiss as illogical and unimportant the feelings of other people, therefore appearing arrogant and/or rude.

- Try to focus on how a project or statement will affect others. Try to offer positive feedback before negative criticism, knowing that some people may take criticism very personally.

Discipline yourself and try not to procrastinate; don't put off decisions so long that options are eliminated for you.

- Establish and adhere to deadlines. Try to be conscious of the schedules and timetables of others and to notify people when you expect to be late.

Don't interrupt others before they have finished speaking because an idea has come to you.

- Engage your listening skills; wait until you are sure the person has finished speaking before offering your ideas and input.
- Try the trick of repeating back what the person has said so you are sure you understood what they *actually* said.

The Final Piece

Now that you have a solid understanding of your type under your belt, you can see how your strengths and preferences suit you better for some kinds of jobs and for some approaches to a job search. But as an ENTP, you've already noticed that you are not equally drawn to *every* career or field listed in the Popular Occupations section. The next and final step in the process is to look at how your type meshes with your personal interests. So now turn to Chapter 24 to put your new knowledge to work by finding out how your interests, skills, and values can combine with your type to let you find the work you were meant to do.