

Emotional Intelligence Framework

Interpersonal Factors	Extraverted Arena of Behavior
Demonstrative empathy	<ul style="list-style-type: none"> ■ Is often so focused on achieving outcomes that social nuances in others' reactions and their needs are not perceived ■ Is inclined toward problem solving based on a thorough, logical analysis, resulting in inattention to and lack of recognition of others' feelings
Energy	<ul style="list-style-type: none"> ■ Shows commitment to task achievement through doing ■ Seeks feedback to enhance performance
Social skill	<ul style="list-style-type: none"> ■ Is self-assured and responsive and communicates enjoyment ■ Builds trust through reliability and dependability
Tolerance	<ul style="list-style-type: none"> ■ Is fair-minded and open to new ideas within defined parameters ■ Communicates respect during discontent and conflict situations, but often utilizes a competitive strategy to resolve differences
Persuasiveness	<ul style="list-style-type: none"> ■ Is more concerned with outcomes than with making a good impression on others ■ Solicits others' points of view which are practical and useful in problem solving
Ability to lead	<ul style="list-style-type: none"> ■ Is assertive about tasks, specific processes, and objectives ■ Outlines goals, plans, and steps of implementation with vigor

Developmental Challenges

Intrapersonal Arena

Given their attention to details and pragmatic needs, ESTJs may need to

- Reflect more on the future and on context
- Work to identify feelings and emotional reactions as useful information
- Regularly explore personal values and basic commitments

Interpersonal Arena

Because of a natural drive to critique with precision and pragmatic intensity, often leading to detachment and overcontrol, ESTJs may need to

- Actively demonstrate empathy with others' feelings
- Intentionally create environments that promote innovation
- Learn to ask open-ended questions, such as "Tell me more about ..." rather than have a checklist of yes-no items

Your EQ To-Dos

Continue

- Being practical and realistic
- Organizing and outlining next steps

Start

- Demonstrating greater flexibility and listening to others' views
- Showing more interest in innovation

Stop

- Equating efficiency with effectiveness
- Assuming collaboration will reduce chances of getting to the best solution