

**OPT**

ORGANISATIONAL PERSONALITY  
TYPE

Adidas Company

# "PLAYING BY THE RULES"

## ESTJ



### Snapshot

- Makes decisions using logic, analysis, and cause-and-effect reasoning
- Focuses on information that is factual, real, and current
- Is energized by the outer world of people and activity
- Prefers a structured, organized, and planned environment

In this organization, rules are made to be followed, not broken. It thrives on order, continuity, and consistency. Details are important, and the bottom line means everything.

This action-oriented organization is always ready and eager to take charge, run things, and run them very well. This company has high expectations for itself and its employees, delivering work efficiently and on time.

Dependable and consistent, it takes a solid, business-like approach to work that allows it to establish things and keep them going. The organization values and works to achieve maximum benefit from its resources, feeling that time is money.

Not a trendsetter, this company usually doesn't develop innovative new products or services. Instead, with its careful planning and strategizing, the organization delivers good work that clients can count on.

It has a tendency to avoid risk, testing and retesting new ideas and products to ensure quality and accuracy. The only scenario where an organization of this type might undertake risk is one where all the key employees think something is a good idea; then, it might forge ahead.

Friendly in an impersonal way, this organization approaches human interaction through rituals and

traditions. It tends to think that everyone should accept its opinions as facts, so those with other ideas may be viewed as dissenters or troublemakers. It also tends to hire and keep only the "right" kind of people - those who agree with and adhere to its ideas and policies. This organization can become rigid and inflexible, losing out on the creativity and its opportunities that other ideas have to offer. It finds it hard to accept the fact that tried and trusted ways may not always be the best solution.





## Characteristic Strengths

- Establishes and preserves the procedures and traditions necessary for long-term success
- Highly skilled at planning, strategy, and logistics
- Efficient
- Results-oriented and decisive
- Makes the best of a given situation; maximizes the status quo
- Constantly improving and strengthening
- Prepared to act on opportunities
- Tightly focused and in touch with reality
- Dependable and consistent

## Characteristic Weaknesses

- May miss great opportunities because of an aversion to risk
- Occasionally assumes too many responsibilities (e.g.; excessively high standards), overburdening its resources
- Frequently unable to see the value or necessity of change
- May ignore people management issues and individual needs
- Can miss opportunities by avoiding solutions requiring innovation, new theories, or dealing with ambiguity
- May ignore the future for the present
- Occasionally follows procedures so intently that it may lose sight of the larger picture
- Can be so focused on efficiency it ignore effectiveness
- May decide too quickly
- Often too rigid to respond to changing situations



## Work Environment

- High work ethic; the company is always very busy
- Traditions are prominent; corporate culture is important
- Predictable, stable, orderly
- Task oriented
- Scheduled and efficiently run
- Serious, with little room for chitchat
- Harmony achieved through teamwork
- Work is done with a steady energy

## Values

- Logic
- Efficiency
- Tradition
- Achievement
- Accuracy
- Caution
- Predictability

## Communication Style

- Language is functional and will often refer to tasks and duties
- Prefers to give directives and structure rather than information
- Concrete, specific, and brief
- Logical, with cause-and-effect reasoning
- Begins presentations with details first
- Prefers writing and e-mail

## Sources of Energy

- Sense of belonging, tradition
- Achievement
- When things work well and according to a plan

## Signs of Stress

- Becomes excessively pessimistic, especially about the future
- Becomes mired in details and unimportant facts
- Loses objectivity
- Becomes explosively emotional
- Decision-making capabilities erode

## Behaviour during Conflict

- Confronts rule breakers
- Will examine its systems to ensure that it can handle conflict
- Will defend its position vigorously, using logic as a weapon

## Approaches to Managing Change

- Prefers continuity and stability, maintaining what is
- Will engage in critical questioning, using internal values or logic
- Change must be practical and proven
- Change will come from getting things to run more efficiently
- If questions are adequately answered, will move quickly to plan, organize, and implement change

## Ideal Clients

- Need highly detailed work done
- Insist on dependability and consistency
- Value a conservative and traditional company
- Want to act immediately on developing opportunities that fit a predetermined plan
- Appreciate a logical, analytical, and practical assessment of complex or sensitive issues
- Need problems solved immediately and with existing resources

## About This Report

This report and the results are based on the research done by Sandra Fekete and published in her book called Companies Are People, Too. The questionnaire and the results are based on the original work of Carl Jung, and later been further developed by Isabel Meyers and Catherine Briggs, also known as the MBTI profile. This report is in no way affiliated with any of the MBTI distributors, developers or assessments.

This report is confidential and only for the use of the company/individual indicated on the front page. Under no circumstances may this report or pieces of it be distributed without the prior consent of the client involved and AssessmentHouse.