



ENFJ

IN THE WORKPLACE

REPORT FOR

HOW THIS REPORT CAN HELP YOU

This report uses your results on the TypeFinder assessment to describe how you are likely to approach and deal with various situations in the workplace. The TypeFinder assessment is based on the theory of personality types developed by Katharine Cook Briggs and Isabel Briggs Myers, who were students of the work of psychologist Carl Jung.

Personality typing posits that many of the valuable differences between people that are observed in everyday behavior are the result of natural personality preferences. If these differences can be appreciated and understood, people can discover new ways to work and interact with others more effectively.

Specifically, this report will help you:

- Discover how your personality preferences guide you in the workplace
- Improve teamwork and communication as you gain awareness of those who may approach projects and decisions very differently to you
- Acquire more successful strategies for approaching and resolving conflict
- Explore the leadership style you use in a professional setting and how others might perceive and react to it
- Identify the most and least helpful ways for dealing with stressful situations
- Open up opportunities for development and growth.

As you read this report, bear in mind that the TypeFinder assessment identifies your natural preferences, not learned skills or abilities. Regardless of your level of accomplishment in certain tasks, you will work better and be more satisfied if you are able to work in a way that complements your natural preferences. If you have to work outside your natural work style for long periods, you may find yourself becoming more anxious, and less productive as a result.

YOU'RE AN ENFJ

ENFJ stands for Extraverted, Intuitive, Feeling, Judging. Each letter of your personality type describes a key aspect of who you are.

E

EXTRAVERSION

Your Energy Style

- Outgoing
- Energetic
- Communicative
- Warm

Your energy style is Extraversion (in contrast with Introversion). This dimension describes how you manage your energy.

Extraverts are energized by engaging with other people. They approach the world enthusiastically and want to experience the excitement of life.

You enjoy:

- Interacting with people
- Being in busy surroundings
- Engaging with the outside world
- Expressing thoughts and feelings
- Being noticed by others
- Stimulation and activity

N

INTUITIVE

Your Cognitive Style

- Idealistic
- Imaginative
- Forward-thinking
- Imaginary

Your cognitive style is Intuition (in contrast with Sensing). This dimension describes how you process information.

Intuitives process information in an abstract, imaginative way. They focus on ideas and concepts that cannot be directly observed.

You like to focus on:

- Observing patterns and connections
- Interpreting meaning
- Imagining potential
- Ideas and concepts
- Innovation and creativity
- Possibilities for the future

F

THINKING

Your Values Style

- Compassionate
- Sympathetic
- Ethical
- Humanitarian

Your values style is Feeling (in contrast with Thinking). This dimension describes your orientation to personal values.

Feelers value empathy, cooperation and compassion. They believe that everyone has a responsibility to take care of those around them.

You are concerned with:

- Acting out your ideals
- Engaging your emotions
- Considering the impact on people
- Seeking harmony and appreciation
- Serving others
- Making authentic decisions

J

PERCEIVING

Your Self-Management Style

- Organized
- Authoritative
- Dedicated
- Ambitious

Your self-management style is Judging (in contrast with Perceiving). This dimension describes how you organize your life.

Judgers like structure and order. They keep organized and plan ahead, resist distractions, and stay focused on their goals.

You prefer to:

- Create a plan and stick to it
- See a task through to completion
- Adhere to a schedule
- Set goals and maintain focus
- Follow rules and regulations
- Set clear expectations

YOUR PERSONALITY AT WORK

As an ENFJ, you are warm, enthusiastic, outgoing, empathetic and supportive. You help and motivate others and often take on a mentoring role, whatever your job title. A fierce advocate of what you believe in, you are adept at championing possibilities and leading the way to a brighter future. You are attracted to leadership and enjoy implementing ideas that will enhance the well-being of the people around you. You can be overly sensitive to criticism, however, and occasionally may come across as naive and emotional.

Key motivators

- Taking on a variety of challenges
- Adherence to your values and vision
- Reading and teaching others
- Developing relationships with a variety of people

Core values

- Altruism
- Authenticity
- Loyalty
- Teamwork

Ideal work environment

- You are the most productive when your personal values align with the mission and vision of the organization
- You work best in an energetic, people-centered environment where everyone is encouraged to share and develop ideas
- You work best in a well-organized environment where you can plan your work and follow your plan
- You crave cooperation and harmony, and may experience difficulty working in a competitive environment

Preferred work tasks

- Setting optimistic, long-term goals and associated action plans
- Changing systems and processes for the good of people
- Networking
- Uniting and motivating teams

Things you contribute to the organization

- Uniting people behind a common cause
- Implementing plans for progress
- Intuitively picking up on the needs and wants of team members, customers and stakeholders
- Helping others realize their full potential

WORKING WITH A TEAM

ENFJs have excellent people skills, perhaps more than any other type. You understand and care about people and have a special talent for drawing out those who may be more reserved. Supporting and empathetic, you get tremendous satisfaction from making things happen for your team, even putting others' needs before your own. Some will respect your selflessness; others may take advantage.

You help your team by...

- Generating excitement about projects and ideas
- Providing encouragement and support
- Bringing optimism and energy to the team dynamic
- Finding consensus between opposing viewpoints

You may irritate others by...

- Avoiding current realities in favor of supporting causes or people
- Becoming impatient with individuals who you perceive are not giving as much to the team as you are
- Roping others into your schemes and plans, even though they may not agree with what you are doing
- Making snap decisions about people and their motives

Action steps for better teamwork

- Spend time on your own to reflect on new ideas, away from the group environment where you might be overly influenced by others
- Recognize that your idealism and people-focus may be stifling to those who prefer immediate action and results
- Take care to not shut down viewpoints that conflict with your personal value system
- Be careful that the intensity of your values and convictions does not drive people away

COMMUNICATING WITH OTHERS

ENFJs are chameleon-like communicators, capable of adapting their communication style to the prevailing mood of the listener. Charming and expressive, you are always ready to join a conversation and often will initiate discussions on various topics. You excel at tasks such networking and public speaking where you can build an easy rapport with the audience. Others may describe you as having the "gift of the gab."

Key communication strengths

- You are not afraid to speak up when something needs to be said
- You have a talent for ensuring other people's ideas are heard, even when they contradict your own
- You are capable of bringing cheer to a difficult situation, often communicating through jokes and funny stories
- You have the singular ability to influence those around you without seeming to do so

Areas of possible misunderstanding

- You focus your discussions around personal values and may struggle to follow conversations that involve the logical or practical applications of an idea
- You may irritate others by talking too much
- When speaking, you tend to use analogies, metaphors and other abstract language that others may not understand
- You assume that others have the same position or beliefs as you and may be puzzled or even hurt when you find out they do not

Action steps for improving communication

- Learn to communicate practically, presenting information in a logical order and using pros and cons where necessary
- In a negotiation, do not automatically assume that the other person has the same values or objectives as you do
- Remember that personal values are not always supreme, and sometimes the best decision is the one that also takes account of rational business objectives
- Be careful that you do not use your ability to read and influence people in order to manipulate them into doing something they do not want to do

MANAGING CONFLICT

You are tireless in your efforts to promote harmony and your tolerance of discord is extremely low. You might even feel personally responsible if the team is not functioning smoothly. Empathetic and intuitive, you have a tendency to take on the beliefs, characteristics and emotions of others. Even if you are not directly involved in a conflict situation, you may pick up those burdens as if they were your own.

You help others by...

- Fostering a warm and supportive environment for conflict resolution
- Generously giving your time and efforts to promote harmony
- Doing everything you can to meet people's needs
- Striving for win/win outcomes

You irritate others by...

- Sweeping issues under the carpet to avoid conflict
- Becoming overly involved in people's problems
- Personalizing criticism, often taking neutral comments too seriously
- Being so concerned about upsetting people that you never get to the heart of the problem

Conflict may be triggered by...

- Challenges to your values
- Having your opinions ignored or not taken seriously
- Frustration with systems and protocols that undermine the well-being of people

Action steps for conflict management

- Recognize that conflict is normal and can be a healthy way of bringing about positive change
- Learn to look at a situation objectively, considering the facts of an argument before moving forward
- Do not take corrective feedback personally
- Reflect on whether your desire to stand on your principles is hurting anyone and consider ways to resolve conflict solutions that are both rational and meet the needs of others

TAKING THE LEAD

ENFJs are inspiring leaders, capable of winning the hearts and minds of the organization. You are motivated by human situations and thrive when you are able to make things happen for the good of people. Your biggest contribution as a leader is your ability to promote the growth and development of individuals. In the long-term, your goal is to build a world-class organization known for its consistency, integrity and authenticity.

How you inspire others

- You have a warm and charming personality that inspires others to follow you
- You reinforce community values and encourage people to work together for the common good
- You have an extremely high opinion of people and take for granted that they will live up to your expectations
- You focus on the needs of others and work hard to improve their situation, which enables you to get the most out of your people

How you make things happen

- You use your large network of contacts to find the right people for the job
- You see the overall picture and create a clear vision for people to follow, working with them to achieve their goals
- You do not rule by punishment and reward; preferring to instill the idea that a task is worth doing for its own sake
- You provide extensive guidance and appreciation for a job well done

Developing your leadership style

- Take care that your sharply defined value system does not make you unbending in some areas
- Be careful that you do not appear overly positive, even insincere, in your praise of others
- Be open to giving and receiving negative feedback and see this as an opportunity for growth
- Be careful that you do not focus so much on personal growth that you forget to consider your team's performance, productivity and bottom-line results
- Acknowledge that some people prefer to be closely directed and need clearly defined systems and schedules for doing their job

MAKING DECISIONS

As an ENFJ, you prefer to make decisions based on gut feeling rather than focusing on the practical details. Your Judging tendency means that you prefer to make quick decisions in order to finish tasks and create a sense of closure. However, you may overthink things or obsess about the small details if there is concern over meeting someone's expectations or conflict within the team. Insightful and empathetic, you instinctively include the needs of others in your decision making, sometimes ignoring the verifiable facts.

Your decision-making strengths

- You find ways to include others in the decision-making process and take care to protect their feelings
- You limit the amount of time spent reaching a decision, and will implement plans swiftly and decisively
- You work hard to reach mutually beneficial solutions, always striving for a win/win outcome
- You analyze decision making after the fact and show appreciation for other people's contributions

Your decision-making challenges

- You give priority to people and may neglect the logical and critical side of decision making
- You may worry excessively about the outcome of a decision, especially where it affects people
- You may strive for consensus to the point where it becomes impossible to make a decision
- You may let your decisions be influenced by your own or others' personal preferences

Action steps for improving decision making

- Learn to examine the options logically as well as diplomatically and add this understanding to your decision making
- Make sure you spend adequate time gathering all the information, to avoid reaching a decision too quickly
- Explore ways of considering other viewpoints that may not align with your personal beliefs and values

GETTING THINGS DONE

ENFJs are task-focused and strategic in their approach to projects. You may look at a project and instinctively know how to execute it, and how to manage the resources that are given to you. Hardworking and responsible, you are very cooperative in implementing goals and use your considerable communication skills to get everyone pulling in the same direction. Boredom can be a problem, however, since you often feel restless when faced with a long-drawn out task that has no deadline for closure.

You help others by ...

- Spreading enthusiasm about a project
- Reliably delivering the work product on time and on budget
- Organizing people and resources to achieve a goal
- Taking on multiple responsibilities with enthusiasm

You irritate others by ...

- Being more interested in people and process than in results
- Becoming so preoccupied with raising morale that you lose sight of the project goal
- Overextending and taking on too much, only to miss details or burnout before the project is completed
- Turning a blind eye to sub-par performance

Action steps for improvement

- Evaluate your capacity to take on a task before accepting the project
- Make sure that you do not focus so much on the people and process that you forget about the project goal
- Address any underlying relational issues before you commence a project to avoid hiccups and procrastination further down the line
- Be careful that you are not compromising performance for the sake of personal relationships

GROWTH AND DEVELOPMENT

ENFJs are motivated to learn any new skill that will result in positive changes for groups or individuals. You grasp both concepts and hard information quickly, which means that you develop a great breadth and depth of understanding of new material. As an Extravert, you enjoy learning through discussion and sharing opinions with others. Your strong people focus means that you are less likely to learn when the material is based on impersonal facts rather than subjects of a personal nature.

Your learning is improved when...

- The material results in a positive outcome for people
- The learning program contains opportunities for collaboration and discussion
- The learning is delivered both systematically and at a fast pace
- You are allowed to take the lead on a group project

How you view change

- You are cautious of change and its effect on people
- You typically want to know the bigger picture and the details before you commit to a new course of action
- You are receptive to change that adds value to the organization and is meaningful to the people involved

Your learning is hindered when ...

- The material has no strong association with your vision or values
- The material is purely practical or focuses on the hard details
- The instructors do not give positive encouragement and feedback
- There are limited opportunities to use your creativity and insight when analyzing problems

Opportunities for personal growth

Significant growth may be achieved by developing the traits that are underdeveloped in your personality, such as:

- Exploring ways to add objectivity into your decision making
- Using facts and concrete examples in communication
- Recognizing or avoiding situations when your idealism and altruism are more of a liability than an asset
- Learning to accept criticism and use it as an opportunity for personal growth
- Setting priorities based on organizational need and sticking to them

COPING WITH STRESS

ENFJs strive to achieve balance and may react poorly when harmony is threatened or undermined. Excessive stress can cause certain aspects of your personality to become exaggerated. You may doubt your abilities or intelligence and become judgmental of yourself and others. You may become inflexible in your decision making. Or you may react to others with a strong temper, becoming bossy and pushy or saying harsh things without thinking. You may not always be able to control the stresses in your work, but learning to deal with them constructively can help to minimize these adverse reactions.

Events that may trigger stress

- Having your values questioned or violated
- Working within an uncooperative or hostile environment
- Change that comes out of nowhere
- Receiving excessive criticism
- Working with people who you perceive to be close-minded or indecisive
- Not having enough time to complete your work to a high standard

Best ways to respond to stress

- Attending to physical needs: resting, sleeping and eating properly
- Interacting with friends
- Taking the time to reflect on your values
- Sharing your thoughts and feelings

Worst ways to respond to stress

- Withdrawing from the situation or avoiding people
- Spending a great deal of time alone
- Trying to solve the problem yourself
- Burying your head in the sand

Others can help you by...

- Letting you talk through the problem
- Taking the time to show their appreciation for you and the contributions you make to the organization
- Joining you in a different activity and change of scene
- Celebrating successes, so you can put the problem in perspective and see how much you have already accomplished toward to overall vision

Others may make things worse by ...

- Expressing disbelief at the way you are behaving and feeling
- Using logic to talk you out of your stress
- Ignoring you, even if your behavior is aggressive or irrational
- Patronizing you or dismissing your concerns

ACHIEVING SUCCESS

Reaching your potential in the workplace means maximizing your strengths while working to overcome your weaknesses.

Potential problems

- You may spend so much time supporting others that you neglect your own tasks
- You do not work well when forced to deal with facts and logic without any connection to the human element
- You have a tendency to idealize relationships and may become disappointed when others let you down

Do:

- Spend time alone to ensure that you are not defining your priorities according to other people's needs
- Open yourself up to possibilities that lie outside your immediate value system
- Look at the bottom line in your decision making
- Leave things open for debate, even if there is potential for conflict
- Let go of your desire to be universally liked - you can't please everyone, all the time

Suggestions for development

- Be careful that you do not overlook logical, factual realities when making a decision
- Make sure that you have the capacity to take on new tasks and projects before you agree to do so
- Try to develop a realistic view of co-workers since it is not always beneficial to focus on the positive and ignore the negative
- Explore ways of accepting criticism instead of taking every negative comment as a personal attack

Don't:

- Assume it is your responsibility to solve everyone's problems
- Place too much trust in others
- Shut down controversial viewpoints in the name of mutual harmony and cooperation
- Rely on the approval of others to feel good about yourself
- Hold grudges against people who do not share your beliefs and value system