



TYPEFINDER

ESFJ

FOR 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 ESFJ

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

E

EXTRAVERSION

- Your Energy Style
- Friendly
 - Outgoing
 - Expressive
 - Communicative

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

S

SENSING

- Your Cognitive Style
- Grounded
 - Hands-on
 - Traditional
 - Practical

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

Sensors process information in a concrete, realistic way. They focus on observing and recalling facts and details.

You like to focus on:

- Observing sights, sounds, sensations
- Noticing details
- Experiencing the present moment
- Concrete, provable facts
- Realism and practicality
- Knowledge from past experience

F

FEELING

- Your Values Style
- Caring
 - Generous
 - Sensitive
 - Nurturing

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

JUDGING

- Your Self-Management Style
- Loyal
 - Organized
 - Conscientious
 - Disciplined

Your life 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 ESFJ, you are warm, caring, loyal, helpful, practical, responsible and decisive. You have strong social and administrative skills and a tremendous work ethic, putting your efforts into creating a secure, stable and friendly environment for your team. A fierce advocate of tradition, you are adept at working within the boundaries of established systems and "playing by the rules." You feel unsettled in an unstable environment, however, and may be reluctant to complete tasks that involve working with new systems or learning new skills.

Key motivators

- Providing personal service and tangible help to others
- Working within proven systems and processes
- Bringing order to people and processes
- Standing up for what you are certain is the right thing for others

Core values

- Friendship
- Dependability
- Security
- Tradition

Ideal work environment

- You are the most productive within a friendly and motivated team with a clear social order
- You work best when you can "go by the book," following clear rules and systems
- You are less productive when given too much freedom
- You crave cooperation and may experience difficulty working in a competitive environment

Preferred work tasks

- Dealing with problems in a step-by-step manner
- Implementing decisions according to the standard operating procedure
- Networking
- Lending a hand wherever it is needed

Things you contribute to the organization

- Valuing and supporting the organization's policies, procedures and goals
- Organizing projects to ensure the timely completion of all assigned tasks
- Encouraging and supporting others
- Following through with tasks to produce visible results

WORKING WITH A TEAM

ESFJs are good at connecting with others and are generally good-natured and well-liked. Practical and caring, you contribute greatly to the social networks of your organization and will strive to honor commitments; these characteristics make you a responsible, trustworthy and popular team member. You are not shy of making your opinions known, however, and should be cautious that you do not become critical of those who do not share the same principles.

You help your team by...

- Cultivating a friendly and harmonious atmosphere with a focus on social relationships
- Doing what you said you would do, when you said you would do it
- Being sensitive to the needs of others, especially those you perceive as less fortunate
- Upholding secure and traditional ways of working
- Appreciating others, and thriving on appreciation in return

Action steps for better teamwork

- Remember that everyone has different ways of working and those who challenge your strict moral code are not commenting about you personally
- Continue to make time for socializing, but set a limit on it
- Resist the tendency to judge people based on their position in the hierarchy; instead, evaluate people based on their specific contributions
- Consider rewarding yourself for trying new things or spending time on your own

You may irritate others by...

- Being critical of anything outside the mainstream
- Requiring frequent appreciation and feedback to affirm that you have done the right thing
- Spending too much time in social conversation
- Trusting authority figures systems without scrutiny
- Having such a strong need to belong that you experience difficulty working on your own

COMMUNICATING WITH OTHERS

ESFJs are natural and personable communicators, comfortable with introductions and the type of small talk that puts people at ease. Gossip is a favorite pastime; you love to share personal stories with the people around you and win many friends. Practical and responsive, you value honest and straightforward communication and will work better when given clear instructions and positive support. You may become abrasive when others interrupt your routines.

Key communication strengths

- You are quick to break the ice and keep an awkward conversation moving
- You are not afraid to speak up when something needs to be said
- You pay careful attention to details such as remembering personal information, which makes others feel appreciated
- Your warmth and friendliness is often infectious to those around you

Areas of possible misunderstanding

- You may need constant reassurance and feedback from others before articulating your opinion
- You may irritate your colleagues by talking slowly and repeating the important facts
- You may become stubborn in your views and quickly dismiss input from others without really considering it
- You are primarily concerned with direct experience and may become frustrated with those who base their dialogue on theories or abstract planning

Action steps for improving communication

- When communicating with rational thinkers, support your opinions with logical reasoning, facts and data
- Make sure that you are not falsely certain of the feelings of others and act without really understanding their needs
- Be careful to balance your sharp judgments in case you miss the subtleties in others' words and actions
- Accept that others may not immediately reflect back your own warmth and friendliness; this is their communication style and not a reflection of your self-worth

MANAGING CONFLICT

ESFJs are highly conflict averse. Warm-hearted, cooperative and conscientious, you feel very uneasy in a conflict situation and will work hard to re-establish harmony as soon as possible. When conflict is resolved you expect the matter to be closed, and may regard continued disagreement as evidence of disloyalty. Sometimes you are so quick to make a judgment that you miss the nuances and variables of the conflict situation.

You help others by...

- Fostering a warm and supportive environment for conflict resolution
- Doing everything you can to meet people's needs
- Attempting to understand the problem from all perspectives
- Establishing the ground rules of conflict resolution and making sure that everyone abides by those rules

You may irritate others by...

- Sweeping issues under the carpet to avoid conflict
- Personalizing criticism, often taking neutral comments too seriously
- Having strong opinions about what is right and becoming judgmental
- Believing that harmony can only be established when everyone is following the same set of rules

Conflict may be triggered by...

- Challenges to your competency, relationships or sense of propriety
- Having your opinions ignored or not taken seriously
- People and viewpoints that do not align with your strong sense of right and wrong
- Sudden and unexpected change to established systems and protocols

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
- Be careful that you don't react too quickly in a situation that is better dealt with in a more pragmatic fashion
- Stick to your guns rather than caving in to other viewpoints since this will earn you greater respect from coworkers

TAKING THE LEAD

ESFJs may not actively seek out a leadership position but when it is thrust upon them, they have little problem disciplining themselves to achieve the organization's goals and objectives. Your biggest contribution as a leader is your ability to make everyone feel involved, uniting the people under your care in order to get things done. In the long-term, your goal is to build a world-class organization known for its consistency, capability and standards.

How you inspire others

- You lead by example, "walking the walk" and exemplifying the work standards that you expect from your team
- You offer friendly motivation and encourage people to work together for the good of the organization
- You focus on the needs of people and work hard to create a balance between hard work and social time
- You provide extensive guidance and appreciation for a job well done, often doing thoughtful things for people throughout the workday
- You stand by your team, regardless of the circumstances

How you make things happen

- You are motivated to achieve immediate and practical goals, organizing people around a set of tasks and to-do lists
- You use your large network of contacts to find the right people for the job
- You establish real friendships, then use your popularity and interpersonal skills to make things happen
- You communicate in unambiguous language and expect people to follow established rules and systems to complete a task

Developing your leadership style

- Make sure that you give priority to long-term, inspirational goals and encourage others to rally behind the larger vision
- Make sure that you do not insulate yourself from alternative plans and ideas
- Take care not to defend your people no matter what and instead take a more objective view on people's performance
- Be careful that you don't control others by acting for them



MAKING DECISIONS

ESFJs prefer to make decisions based on the practical details rather than focusing on the big picture. When forced to focus on possibilities, you may worry about all the things that could go wrong. Your Judging tendency means that you prefer to make quick decisions in order to create a sense of closure. However, you may overthink things or obsess about the small details if there is conflict within the team.

Your decision-making strengths

- You find ways to include others in your decision making 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 stand by your decisions, showing consistency of word and deed
- You work tirelessly to ensure that a decision is carried out despite obstacles

Your decision-making challenges

- You may make snap decisions and move to action too quickly, then be reluctant to change your decision
- You tend to focus on immediate realities and may not see the long-term impact that your decisions have on things
- You have a tendency to shut down alternative viewpoints and may be oblivious to all but your own opinion
- You may become discouraged when you cannot recognize a way out of a situation

Action steps for improving decision making

- Make sure that you have spent time discussing all the consequences and possibilities before implementing a decision, to avoid reaching a decision too quickly
- Use others to help put your black-and-white thinking into perspective and examine the future implications of your decisions
- Be open to unconventional and radical ideas; not every decision has to conform to existing constraints
- Do not allow concerns about your social status to influence your decision making since this will inhibit your open mindedness and creativity



GETTING THINGS DONE

ESFJs are good with logistics and enjoy organizing people and resources to get a job done. You use tried-and-true methods to complete tasks and willingly take responsibility for the everyday maintenance of a project. Conscientious and dutiful, you feel responsible for completing tasks and are prone to taking on additional work to make sure a project is successful. You are not always open to new ways of working, however, and may shut down suggestions for process improvement.

You help others by...

- Reliably delivering the work product on time and on budget
- Making sure everyone is well cared for and pulling in the same direction
- Keeping the project organized and productive
- Handling the everyday details for the good of the team

You may irritate others by...

- Showing frustration with members who miss deadlines or deviate from the plan
- Becoming so fixated on the current systems that you dismiss ideas that might work better
- Focusing on the immediate situation and failing to consider the future implications of a solution
- Needing clear direction for each step of the project and being unable to perform if the work process is ill-defined

Action steps for improvement

- Realistically 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 overall vision and goal
- Try not to rush people through a project in your urgency to reach closure
- Be open to new ways of working rather than relying on the traditional way to complete a task



GROWTH AND DEVELOPMENT

ESFJs are practical individuals who enjoy learning any new skill that will help them solve a specific problem. You find it easy to learn when the topic will help you work better with others, and this can be demonstrated through case studies and real-life examples. As an extravert, you enjoy learning through discussion and sharing opinions with others. The more your emotions are engaged, the greater your overall learning.

Your learning is improved when...

- The program is applicable to helping others
- The learning material uses real-life practical examples and case studies
- The material is systematic and delivered within a structured learning program, for example, an organized certification program
- The same material is repeated frequently since this aids memorization

How you view change

- You are cautious of change and its effect on people
- You must see change as realistic and in step with the organization's traditions before you commit to a new course of action
- You are receptive to change that has tangible benefits for people
- Throughout the change period, you have a strong desire to maintain a feeling of control

Your learning is hindered when...

- The material is purely conceptual and has no direct relevance to problems or people
- The instructors do not give positive encouragement and feedback
- The topic does not appeal to your emotions
- There are no opportunities to apply your learning to real-world tasks and problems

Opportunities for personal growth

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

- Opening your perspective to include new ideas, even if they fall outside your comfort zone
- Learning to withhold your judgment with people you do not immediately like or understand
- Allowing disagreements to happen so that a better solution can arise from the debate
- Focusing on seeking solutions rather than sweeping the difficult problems under the rug

COPING WITH STRESS

ESFJs can usually handle everyday work stress but may become highly stressed in conflict situations. Excessive stress can cause certain aspects of your personality to become exaggerated. You may play the martyr, complaining about everything you have done to help others and the lack of recognition for your efforts. You may become intractable in the face of clear, logical reasoning, dismissing people who do not share your views. Or you may blame others for your stress, becoming spiteful or critical towards coworkers when they have done nothing wrong.

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

- Working within an uncooperative or hostile environment
- Change that comes out of nowhere
- Fear of rejection and/or receiving excessive criticism
- Challenges to your strong sense of right and wrong

Best ways to respond to stress

- Sharing your thoughts and feelings with others
- Tending to the needs of others
- Sticking to your usual routines and schedules
- Avoiding the stressful situation

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
- Blaming others instead of seeking their support

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
- Prioritizing tasks and delivering on their commitment to finish certain tasks by a certain time
- Helping you break down a stressful project into smaller pieces

Others may make things worse by...

- Expressing disbelief at the way you are behaving and feeling
- Ignoring you, even if your behavior is emotional or irrational
- Patronizing you or dismissing your concerns
- Trying to solve the problem using facts, logic and reasoning



ACHIEVING SUCCESS

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

Potential problems

- You may shoot down new ideas that you perceive to be unrealistic or impossible
- You may ignore the bigger picture when pushing to solve the immediate problem
- You may feel anxious if co-workers ignore the standard operating procedure or wish to take unnecessary risks
- You seek the approval of others and may become defensive if your ideas are rejected or co-workers are not interested in your plans

Do:

- Open yourself up to possibilities that lie outside your immediate value system
- Put yourself in the shoes of others before you make snap judgments about them
- Learn to delegate; even if work does not meet your high standards, you will be helping your team to grow
- Put play before work occasionally
- Challenge yourself by stepping out of your comfort zone

Suggestions for development

- Take care to step out of your comfort zone occasionally since this will help you to innovate and improvise
- Take care to not shut down viewpoints that challenge traditions or social norms
- Take care that you don't neglect your own needs in the pursuit of making others happy
- Explore ways of accepting negative feedback

Don't:

- Fall into the trap of thinking that you know what's right for others
- Shut down controversial viewpoints in the name of mutual harmony and cooperation
- Rely on the approval of others to feel good about yourself
- Take things at face value
- Think you must be universally liked - you can't please all the people, all the time