



# ENFJ

## Extraverted Intuitive Feeling Judging

The *Myers-Briggs Type Indicator*® (MBTI®), based on Jung's theory of psychological type, reports your preferences on four scales. Each scale represents two opposite preferences. The four letters that make up your type can help you understand yourself and your interactions with others.

Your type is the combination of preferences you chose when you answered the MBTI. It is up to you to decide what type you truly are, since only you know your true preferences. The scores on the MBTI indicate clarity of preference, not strength or ability to perform in the various areas. All of us use all of the functions at different times; your type indicates those functions you prefer to use most often.

There are no "good" or "bad" types. All types contribute special gifts to the world. Knowing your type can help you understand and develop both your most and least preferred functions, as well as help you understand and work with other people.

The information presented in this booklet was derived from various MBTI sources: the MBTI Manual by Isabel Myers and Mary McCaulley, *Introduction to Type* by Isabel Myers, *Introduction to Type in Organizations* by Sandra Hirsh and Jean Kummerow, and *Work, Play, and Type* by Judith Provost. CPP would like to thank these authors for their invaluable contributions to the world of type.

### Useful Resources:

*Gifts Differing* (1980) by Isabel Briggs Myers with Peter Myers

*The Inner Image* (1990) by William Yabroff

*LIFETypes* (1989) by Sandra Hirsh and Jean Kummerow

*Manual: A Guide to the Development and Use of the Myers-Briggs Type Indicator* (1985) by Isabel Briggs Myers and Mary McCaulley

*Portraits of Type* (1991) by Avril Thorne and Harrison Gough

*Work, Play, and Type* (1990) by Judith Provost

### **E** Extraversion

People who prefer Extraversion tend to focus on the outer world of people and things.

### **S** Sensing

People who prefer Sensing tend to focus on the present and on concrete information gained from their senses.

### **T** Thinking

People who prefer Thinking tend to base their decisions on logic and on objective analysis of cause and effect.

### **J** Judgment

People who prefer Judgment tend to like a planned and organized approach to life and prefer to have things settled.

### **I** Introversion

People who prefer Introversion tend to focus on the inner world of ideas and impressions.

### **N** iNtuition

People who prefer Intuition tend to focus on the future, with a view toward patterns and possibilities.

### **F** Feeling

People who prefer Feeling tend to base their decisions primarily on values and on subjective evaluation of person-centered concerns.

### **P** Perception

People who prefer Perception tend to like a flexible and spontaneous approach to life and prefer to keep their options open.

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## Description of an ENFJ

People with ENFJ preferences radiate sympathy and fellowship. They concern themselves chiefly with the people around them and place a high value on harmonious human contacts. They are friendly, tactful, and sympathetic. They are persevering, conscientious, and orderly even in small matters, and inclined to expect others to be the same. ENFJs are particularly warmed by approval and are sensitive to indifference. Much of their pleasure and satisfaction comes from the warmth of feeling of people around them. ENFJs tend to concentrate on the admirable qualities of other people and are loyal to respected persons, institutions, or causes, sometimes to the point of idealizing whatever they admire.

They have the gift of being able to see value in other people's opinions. Even when opinions are in conflict, they have faith that harmony can somehow be achieved, and they often manage to bring it about. To bring harmony, they are ready to agree with other's opinions within reasonable limits. They need to be careful, however, not to concentrate so much on the viewpoints of others that they lose sight of their own.

They are mainly interested in seeing the possibilities beyond what is present, obvious, or known. Intuition heightens their insight, vision, and curiosity for new ideas. They tend to be interested in books and are moderately tolerant of theory. They are likely to have a gift of expression, but may use it in speaking to audiences rather than in writing. They think best when talking with people.

They are at their best in jobs that deal with people, and in situations that require building cooperation. ENFJs are found in jobs such as teaching, preaching, counseling, and selling. They may be less happy in work demanding factual accuracy, such as accounting, unless they can find a personal meaning in their work. They have to make a special effort to be brief and businesslike and not let sociability slow them down on the job.

They base their decisions on their personal values. While they like to have matters decided or settled, they do not necessarily want to make all the decisions themselves. ENFJs run some risk of jumping to conclusions before they understand a situation. *If* they have not taken time to gain first-hand knowledge about a person or situation, their actions may not have the helpful results they intended. For example, ENFJs beginning a new project or job may do things they

assume should be done, instead of taking the time to find out what is really wanted or needed. They have many definite "shoulds" and "should nots," and may express these freely.

ENFJs find it especially hard to admit the truth about problems with people or things they care about. *If* they fail to face disagreeable facts, or refuse to look at criticism that hurts, they will ignore their problems instead of searching for solutions.

### Leisure Activities of an ENFJ

Conviviality is very important to ENFJs; their concern for others may lead them to enjoy initiating social events and personal gestures. They appreciate literature and the arts and may tend to be less interested in physical activity and competitive sports than many of the other types. They often approach leisure with plans and structure and may feel responsible for others' leisure. Play possibilities for them include reading, visiting museums, collecting and telling stories, or gourmet cooking.

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### Descriptive Adjectives of Your Type

|            |              |             |
|------------|--------------|-------------|
| concerned  | enthusiastic | personable  |
| congenial  | expressive   | responsible |
| diplomatic | idealistic   | supportive  |
| energetic  | loyal        | verbal      |

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### Personal Strengths of Your Type

|   |                        |
|---|------------------------|
| E | Breadth of interests   |
| N | Grasp of possibilities |
| F | Warmth and sympathy    |
| J | Organization           |

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### Dynamics of Your Type

|                          |           |
|--------------------------|-----------|
| Dominant function        | Feeling   |
| Secondary function       | Intuition |
| Tertiary function        | Sensing   |
| Least preferred function | Thinking  |

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## Organizational Preferences of an ENFJ

ENFJs are interpersonally adept,  
understanding, tolerant, appreciative,  
and facilitators of good communication.

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### Contributions to the Organization

- Bring strong ideals of how organizations should treat people
- Enjoy leading and facilitating teams
- Encourage cooperation
- Communicate organizational values
- Like to bring matters to fruitful conclusions

### Leadership Style

- Lead through personal enthusiasm
- Take a participative stance in managing people and projects
- Responsive to followers' needs
- Challenge the organization to make actions congruent with values
- Inspire change

### Preferred Work Environment

- Contains individuals focused on changing things for the betterment of others
- People-oriented
- Supportive and social
- Has a spirit of harmony
- Encourages expression of self
- Settled
- Orderly

### Potential Pitfalls

- May idealize others and suffer from blind loyalty
- May sweep problems under the rug when in conflict
- May ignore the task in favor of relationship issues
- May take criticism personally

### Problem-solving Approach

- Consider the impact on others
- Generate all the possibilities
- Gather all the facts
- Examine the logical consequences

### Suggestions for Development

- May need to recognize the limitations of people and guard against unquestioning loyalty
- May need to learn to manage conflict productively
- May need to pay as much attention to the details of the task as to the people
- May need to suspend self-criticism and listen carefully to the objective information contained in feedback

## Characteristics Frequently Associated with Each Type

| Sensing Types |  | Intuitive Types |   |
|---------------|--|-----------------|---|
| <b>ISTJ</b>   | Serious, quiet, earn success by concentration and thoroughness. Practical, orderly, matter-of-fact, logical, realistic and dependable. See to it that everything is well organized. Take responsibility. Make up their own minds as to what should be accomplished and work toward it steadily, regardless of protests or distractions.          | <b>ISFJ</b>     | Quiet, friendly, responsible, and conscientious. Work devotedly to meet their obligations. Lend stability to any project or group. Thorough and painstaking, accurate. Their interests are usually not technical. Can be patient with necessary details. Loyal, considerate, perceptive, concerned with how other people feel.  |
| <b>ISTP</b>   | Cool onlookers—quiet, reserved, observing and analyzing life with detached curiosity and unexpected flashes of original humor. Usually interested in cause and effect, how and why mechanical things work, and in organizing facts using logical principles.   | <b>ISFP</b>     | Retiring, quietly friendly, sensitive, kind, modest about their abilities. Shun disagreements, do not force their opinions or values on others. Usually do not care to lead but are often loyal followers. Often relaxed about getting things done because they enjoy the present moment and do not want to spoil it by undue haste or exertion.                        |
| <b>ESTP</b>   | Good at on-the-spot problem solving. Do not worry, enjoy whatever comes along. Tend to like mechanical things and sports, with friends on the side. Adaptable, tolerant, generally conservative in values. Dislike long explanations. Are best with real things that can be worked, handled, taken apart, or put together.                       | <b>ESFP</b>     | Outgoing, easygoing, accepting, friendly, enjoy everything and make things more fun for others by their enjoyment. Like sports and making things happen. Know what's going on and join in eagerly. Find remembering facts easier than mastering theories. Are best in situations that need sound common sense and practical ability with people as well as with things. |
| <b>ESTJ</b>   | Practical, realistic, matter-of-fact, with a natural head for business or mechanics. Not interested in subjects they see no use for, but can apply themselves when necessary. Like to organize and run activities. May make good administrators, especially if they remember to consider others' feelings and points of view.                    | <b>ENFJ</b>     | Responsive and responsible. Generally feel real concern for what others think or want, and try to handle things with due regard for the other person's feelings. Can present a proposal or lead a group discussion with ease and tact. Sociable, popular, sympathetic. Responsive to praise and criticism.  |
| <b>INTJ</b>   | Usually have original minds and great drive for their own ideas and purposes. In fields that appeal to them, they have a fine power to organize a job and carry it through with or without help. Skeptical, critical, independent, determined, sometimes stubborn. Must learn to yield less important points in order to win the most important. | <b>INFJ</b>     | Succeed by perseverance, originality, and desire to do whatever is needed or wanted. Put their best efforts into their work. Quietly forceful, conscientious, concerned for others. Respected for their firm principles. Likely to be honored and followed for their clear convictions as to how best to serve the common good.   |
| <b>INTP</b>   | Quiet and reserved. Especially enjoy theoretical or scientific pursuits. Like solving problems with logic and analysis. Usually interested mainly in ideas, with little liking for parties or small talk. Tend to have sharply defined interests. Need careers where some strong interest can be used and useful.                                | <b>INFP</b>     | Full of enthusiasms and loyalties, but seldom talk of these until they know you well. Care about learning, ideas, language, and independent projects of their own. Tend to undertake too much, then somehow get it done. Friendly, but often too absorbed in what they are doing to be sociable. Little concerned with possessions or physical surroundings.            |
| <b>ENTP</b>   | Quick, ingenious, good at many things. Stimulating company, alert and outspoken. May argue for fun on either side of a question. Resourceful in solving new and challenging problems, but may neglect routine assignments. Apt to turn to one new interest after another. Skillful in finding logical reasons for what they want.                | <b>ENFP</b>     | Warmly enthusiastic, high-spirited, ingenious, imaginative. Able to do almost anything that interests them. Quick with a solution for any difficulty and ready to help anyone with a problem. Often rely on their ability to improvise instead of preparing in advance. Can usually find compelling reasons for whatever they want.                                     |
| <b>ENTJ</b>   | Hearty, frank, decisive, leaders in activities. Usually good in anything that requires reasoning and intelligent talk, such as public speaking. Are usually well-informed and enjoy adding to their fund of knowledge. May sometimes appear more positive and confident than their experience in an area warrants.                               | <b>ENTP</b>     | Quick, ingenious, high-spirited, ingenious, imaginative. Able to do almost anything that interests them. Quick with a solution for any difficulty and ready to help anyone with a problem. Often rely on their ability to improvise instead of preparing in advance. Can usually find compelling reasons for whatever they want.  |

Introverts

Extraverts