

ESFJ

Dominant Extraverted Feeling Auxiliary Introverted Sensing

ESFJs are outgoing and warm. They notice and care about what is happening to those around them, and they are particularly good at finding practical ways to improve the environment for themselves and others.

ESFJs react to required change with mixed feelings. They are loyal team players and want to support their leadership. At the same time, however, they value harmony, want continuity, and care about others' emotions. They also are organized and prefer a clear, structured environment, and they can feel off balance in a situation where their responsibilities are not clear. Their great strength in a time of change is in processing people's feelings, supporting others, and providing celebrations and rituals.

When They Have to Deal with Losses

- ESFJs contribute by:*
- Drawing out others' feelings
 - Keeping harmony with others
 - Acknowledging others' contributions
 - Taking good things from the old and bringing them into the new
 - Organizing losses, bringing closure

ESFJs have difficulty with:

- Possibly suppressing their negative feelings in the interest of harmony
- Saying goodbye—loss of friends, environment
- Loss of certainty, of knowing what's expected
- Being impulsive, making decisions too quickly just to get closure

During the Transition Period

ESFJs report the following reactions:

- Feel frustrated and lost—things feel chaotic
- Still take care of others but need support also—more than usual
- Feel overwhelmed and fearful
- Worry about others, themselves, the future

ESFJs tend to focus on:

- Creating structure and security
- Trying to shorten it to a comfortable time frame—move ahead
- Keeping harmony, keeping everyone happy
- Supporting others

During the Startup Phase

- ESFJs report the following as obstacles to starting:*
- Don't always appreciate the vision
 - Can get stuck in negative feelings, especially if they have not gotten support for their sense of loss
 - Worry about how it will be
 - Not getting enough feedback and information
 - People's needs not having been taken into account

ESFJs contribute by:

- Loyal support of the leadership
- Getting everyone involved
- Supporting others, talking about and processing emotions
- Being reliable and dependable
- Organizing celebrations, parties, and so on

What ESFJs need during a time of change:

- Lots of support and time to support others
- To be allowed to focus their energies on finding and creating harmony
- To be appreciated for who they are as well as for what they contribute to others
- Lots of information and a chance to talk about it
- A cooperative spirit—everyone pulling together

What ESFJs report when not supported in a time

of change:

- Worry a lot and feel guilty
- Suppress negative emotions
- Become insistent that there be harmony
- Can become bossy—organizing others, telling them what to do “for their own good”