



ESFJ

Extraverted Sensing 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.

Descriptions of an ESFJ

People with ESFJ 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, orderly even in small matters, and inclined to expect others to be the same. They are particularly warmed by approval and sensitive to indifference. Much of their pleasure and satisfaction comes from the warmth of feeling of people around them. ESFJs 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 finding value in other people's opinions. Even when these opinions are in conflict, they have faith that harmony can somehow be achieved and they often manage to bring it about. To achieve harmony, they are ready to agree with others' opinions within reasonable limits. They need to be careful, however, that they don't concentrate so much on the viewpoints of others that they lose sight of their own.

They are mainly interested in the realities perceived by their five senses, so they become practical, realistic, and down-to-earth. They take great interest in the unique differences in each experience. ESFJs appreciate and enjoy their possessions. They enjoy variety but can adapt well to routine.

ESFJs are at their best in jobs that deal with people and in situations where cooperation can be brought about through good will. They are found in jobs such as teaching, preaching, and selling. Their compassion and awareness of physical conditions often attracts them to health professions where they can provide warmth, comfort, and patient caring. They are less likely to be happy in work demanding mastery of abstract ideas or impersonal analysis. They think best when talking with people, and enjoy communicating. They have to make a special effort to be brief and businesslike and not let sociability slow them down on the job.

They like to base their plans and decisions upon known facts and on their personal values. While liking to have matters decided or settled, they do not necessarily want to make all the decisions themselves. They 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, ESFJs 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.

ESFJs 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 try to ignore their problems instead of searching for solutions.

Leisure Activities of an ESFJ

Warm-hearted and communicative, they tend to be popular and active in committees, church and volunteer activities, and other group efforts. They may enjoy celebrating holidays, family traditions, and gathering of friends, perhaps by planning and executing special occasions; they are often considered thoughtful of others. ESFJs tend to enjoy sports that permit socializing. Other good play activities for them include choral music, casual volleyball, cooking classes or parties, and church activities.

Descriptive Adjectives of Your Type

conscientious	personable	sympathetic
cooperative	responsible	tactful
harmonious	responsive	thorough
loyal	sociable	traditional

Personal Strengths of Your Type

E	Breadth of interests
S	Reliance on facts
F	Warmth and sympathy
J	Organization

Dynamics of Your Type

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

Organizational Preferences of an ESFJ

ESFJs are helpful, tactful, compassionate, orderly, and place a high value on harmonious human interaction.

Contributions to the Organization

- Work well with others, especially on teams
- Pay close attention to people's needs and wants
- Complete tasks in a timely and accurate way
- Respect rules and authority
- Handle day-to-day operations efficiently

Leadership Style

- Lead through personal attention to others
- Gain good will through good relationships
- Keep people well informed
- Set an example of hard work and follow-through
- Uphold organizational traditions

Preferred Work Environment

- Contains conscientious, cooperative people oriented towards helping others
- Goal-oriented people and systems
- Organized
- Friendly
- Includes people who are appreciative
- Has people who are sensitive
- Operates on facts

Potential Pitfalls

- May avoid conflict and sweep problems under the rug
- May not value their own priorities enough because of a desire to please others
- May assume they know what is best for others or the organization
- May not always step back and see the bigger picture

Problem-solving Approach

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

Suggestions for Development

- May need to learn how to value and manage conflict
- May need to factor in their personal needs
- May need to listen hard to what others really need or want
- May need to consider the logical, global implications of their decisions

Characteristics Frequently Associated with Each Type

Sensing Types		Intuitive Types	
<p>ISTJ 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.</p>	<p>ISFJ 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.</p>	<p>INFJ 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.</p>	<p>INTJ 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.</p>
<p>ISTP 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.</p>	<p>ISFP 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.</p>	<p>INFP 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.</p>	<p>INTP 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.</p>
<p>ESTP 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.</p>	<p>ESFP 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.</p>	<p>ENFP 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.</p>	<p>ENTP 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.</p>
<p>ESTJ 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.</p>	<p>ESFJ Warm-hearted, talkative, popular, conscientious, born cooperators, active committee members. Need harmony and may be good at creating it. Always doing something nice for someone. Work best with encouragement and praise. Main interest is in things that directly and visibly affect people's lives.</p>	<p>ENFJ 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.</p>	<p>ENTJ 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 than their experience in an area warrants.</p>

Introverts

Extraverts