

ENFJs are interpersonally focused, understanding, tolerant, appreciative, and facilitators of good communication. They enjoy working with others on a variety of tasks focused on the development of people.

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 and praise
- Take a participative stance in managing people and projects
- Respond to followers' needs while trying to put everyone at ease
- Challenge the organization to make actions congruent with values
- Inspire change that is beneficial to people

Preferred Learning Style

- Interactive and cooperative with many opportunities to talk about what is important to them
- Well-structured with much encouragement

Potential Pitfalls

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

Order of Preferences*

1. Feeling
2. Intuition
3. Sensing
4. Thinking

* See pages 26–29 for further explanation.

Problem-Solving Approach

- Want to consider values and the impact on people (F) by identifying a future vision (N)
- May need to include more factual data (S) and to logically and dispassionately analyze it (T) for optimal results

Preferred Work Environments

- Contain individuals focused on changing things for the betterment of others
- Are people-oriented and social
- Encourage support and appreciation
- Have a spirit of harmony and empathy
- Encourage self-expression
- Are settled and decisive
- Seek responsiveness and order

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 involved in the task
- May need to suspend self-criticism and listen carefully to objective information

tions we can make about the needs of many ENFJs.

What follows is a list of the most important elements — the formula, if you will for ENFJ satisfaction. Given the uniqueness of all individuals — even those who share the same type — this list will not describe each ENFJ equally well. The important thing is that these ten elements, with varying degrees of intensity and in different orders of importance, identify what ENFJs need to be satisfied.

After you have reviewed this list, we recommend that you go back and prioritize the elements in order of *their importance to you*. When doing this, think of past work experiences as well as your present job, and what you found particularly satisfying or unsatisfying. Try to look for *themes* that run through several experiences, not just the events which might be true for one work situation but not for another.

As an ENFJ, career satisfaction means doing work that:

1. Lets me establish and maintain warm and supportive interpersonal relationships with co-workers, clients, customers, etc.
2. Lets me develop creative solutions to problems on projects that I believe in and where I can see the positive results of my efforts for other people
3. Is done in an environment where expectations are clear, contributions are appreciated, and personal and professional growth and development are encouraged
4. Lets me be a part of a team of other creative people I trust as well as being busy and productive
5. Allows me time to develop creative solutions to problems and then share

them with other supportive and caring people

6. Is done in an active and challenging environment where I am able to juggle several projects at once
7. Lets me use my organizational and decision-making skills and have control and responsibility for my own projects
8. Gives me a variety of activities but allows me to work in a relatively orderly and well-planned manner
9. Is done in an environment that is free from interpersonal conflicts and ongoing tension
10. Exposes me to new ideas and lets me explore new approaches, especially those that will improve the lives of other people

Work-related strengths and weaknesses of ENFJs include:

STRENGTHS

Promote harmony; build cooperation
Respect a variety of opinions
Can be good public speakers and facilitate group discussions
Decisive and organized
Natural leaders

WEAKNESSES

Tend to idealize people
Can make decisions too quickly
May have trouble dealing with conflict and sweep problems under the rug
May take criticism too personally
May not be attentive to factual accuracy

Popular Occupations for ENFJs

Because of their combination of preferences, ENFJs are naturally drawn to a wide variety of occupations.

In listing occupations that are popular among ENFJs, it is important to note that

there are successful people of all types in all occupations. However, the following are careers ENFJs may find particularly satisfying and some of the reasons why. This by no means represents a comprehensive listing. It is included to suggest possibilities you may not have previously considered.

COMMUNICATION

- Communication director
- Writer/journalist
- Entertainer/artist
- Advertising account executive
- Public relations specialist
- Fund-raiser
- Recruiter
- Recreational director
- TV producer
- Newscaster
- Politician

ENFJs are masterful communicators. They are motivated to understand and please others, so they often possess great tact and diplomacy. They sometimes prefer the spoken word to the written word but many ENFJs are good writers as well. They enjoy the process of gathering information by meeting and interviewing people and coming to understand the underlying and personal side of a story or issue. The world of advertising, public relations, and fund-raising is often a satisfying one, especially when the ENFJ believes in the product, service, or cause involved and if the atmosphere does not become too competitive or conflict-ridden. ENFJs establish relationships quickly with clients, customers, and co-workers and can be persuasive and effective agents, producers, recruiters, and politicians. They are natural and charismatic leaders and enjoy facilitating large and small groups.

COUNSELING

- Psychologist
- Facilitator

- Career counselor
- Personal counselor
- Holistic health adviser
- Clergy/ministry
- Corporate outplacement counselor

Great numbers of ENFJs find career satisfaction helping others find happiness and contentment in their lives through self-understanding. They enjoy helping their clients become aware of personal issues and then overcome obstacles. ENFJs are usually warm, compassionate, and influential therapists. They often enjoy careers in the ministry, as they are able to share their own values with others and to help themselves and others reach their full potential. They easily see possible options or solutions and can help their clients see them as well.

EDUCATION/HUMAN SERVICE

- Teacher: health/art/drama/English
- College professor: humanities
- Dean of students
- Librarian
- Residential housing director
- Social worker
- Nonprofit organization director

ENFJs are often drawn to education because it gives them an opportunity to work directly with other people, helping them to grow and develop. They prefer teaching subjects where they can focus on the meaning of material and teach through interpretation and expression. They need a harmonious and cooperative work environment that is tolerant of all views and fosters the open sharing of opinions and feelings.

Human service organizations are often appealing to ENFJs because they provide an opportunity to work toward improving the quality of life for themselves and others. They like to be leaders, in control of their projects as much as possible, and to see positive results from their efforts.

BUSINESS/CONSULTING

- Human resource development trainer
- Sales trainer
- Recruiter
- Travel agent
- Executive: small business
- Program designer
- Sales manager

The many varied jobs within the consulting profession can provide satisfaction to ENFJs because they offer independence while maintaining a close affiliation with others. ENFJs are excellent presenters and trainers, especially when working with individuals or groups to help them improve their own effectiveness. They can be creative and energetic designers of new programs and services, but only if those programs benefit others. They tend to prefer executive positions in smaller companies or organizations where they can have a positive impact, enjoy variety and opportunities to explore new ways of doing things, and still maintain a certain amount of control.

Remember, these are only some areas that provide satisfying expression for the unique natural talents of the ENFJ.

Implications for the Job Search

Knowing the particular strengths and blind spots of your type can afford you a tremendous advantage in your job search campaign. In all aspects of the process, from conducting research into available positions, identifying and contacting prospective employers, developing personal marketing tools such as résumés, arranging and conducting job interviews, negotiating salaries to finally accepting a position, people will act true to their type. Being able to capitalize on your assets and compensate for your liabilities can make the difference between a successful or unsuccessful job search.

The differences between types are some-

times subtle and other times dramatic. It is the subtle variations in advice we offer that make the real difference between success and failure in a job search. The concept of networking, or meeting with and talking to people to gather information about potential jobs, serves as a good example. Extraverts will naturally enjoy networking and are advised to do so on a large scale, while Introverts find more limited and targeted networking, especially with people they already know, easier. Sensors tend to network with people in a defined scope, while Intuitives will go far and wide to find people often seemingly unrelated to their field of interest. Further, Feelers take networking, like everything else, very personally and enjoy establishing warm rapport, while Thinkers will be more objective and detached in their style. Finally, Judgers tend to ask fewer and more structured questions during their networking, while Perceivers could ask questions of all sorts all day long! One valuable search technique, many ways to implement it.

Pathways to Success

Because of the combined strengths and talents of an ENFJ, most find it fairly easy and often fun to conduct a job search. In fact, ENFJs are great job searchers! And because many career counselors are also ENFJs, it comes as no surprise that some of the classic recommendations offered to job searchers seem tailor-made for ENFJs.

As an ENFJ, your most effective strategies will build on your abilities to:

Plan and execute a creative and well-organized job search plan.

- Establish your criteria for a satisfying job ahead of time and adhere to the most important items on that list to be

sure you stay true to what you originally determined was critical. Research potential options by talking with people and using other resources to learn as much as you can before an interview.

- Use your creativity to anticipate and then demonstrate the best way to sell yourself.

As a result of helping a good friend search for a new job, Michael decided to change from a career in secondary school administration to one in career counseling. Because he had no paid experience, he decided to use the help he had given his friend as a case study to demonstrate his ability and skills in the process of looking for a new job. Before meeting with the director of a small counseling service, Michael sent an articulate cover letter and enclosed his résumé and the case study he had written about his friend. The study detailed the steps Michael had advised and assisted his friend with and the final result of his friend's finding a great new job. He finished the letter by stating he was eager to offer the same energy and insightful direction and assistance to others.

Impress interviewers with your enthusiasm and self-confidence.

- Establish warm and friendly rapport quickly to demonstrate your ability to make others feel at ease with you.
- Express yourself articulately when discussing your skills, past work experiences, and reasons for interest in the position.

Benjamin was great at helping bolster other people's confidence. But when it came to preparing himself for an important job interview, he learned to seek out support and encouragement from his wife. Before

the interview he would talk through his feeling of nervousness and then review his strengths and accomplishments. Then he would arrive for his interview early, park a distance from the building, and spend a couple of minutes reciting several self-confidence affirmations. He used this little routine to give his self-esteem a needed shot in the arm.

Develop and use a large and active network.

- Conduct the majority of your research in the form of informational interviews — meeting other people who have careers in fields of interest or who have jobs of specific interest to you.
- Call on friends, family, and past associates to let them know that you are looking for a job and ask them to refer you to anyone they know who might be able to help you.

When Evelyn wanted to change careers to training in human resource development, she called on everyone she knew. But most of her friends were connected to other industries and careers and weren't able to offer contacts in her newly chosen field. So Evelyn joined a professional organization for trainers and consultants. She knew no one at the first dinner meeting but set a goal for herself that she would leave the meeting with at least three contacts whom she would call to conduct an informational interview. She left with four.

See job possibilities that don't already exist.

- Brainstorm jobs that you might enjoy, and delay making quality judgments on any until you have a lengthy list. Ask friends who know you well to help you list jobs they think you would succeed at.

- During interviews, demonstrate your ability to see ways of matching your skills and experience to meet the needs of a potential employer.

Lindsey had been a volunteer for most of her life, even as a child. After her children started school, she decided it was time to get a job for which she would be paid for her hard work. But she wasn't sure what marketable skills she had, having never received a paycheck for her work before. When she came to us, we suggested she do some brainstorming with a friend. She and her sister decided to brainstorm over drinks one night. Lindsey returned to our office with a list of jobs that sounded appealing. During our session, we developed another list of jobs that used the skills she had perfected during her volunteer assignments for various civic, church, and health care organizations. The most obvious was her love of the theater and organizing and promoting productions. After making contact with many of her old friends in the arts around town, she was hired to coordinate fund-raising for the city's arts council on a part-time basis. It was a dream job and one she turned into a full-time success in a matter of months.

Follow through on all phases of the job search, especially the courtesies.

- Honor all commitments, be on time or a bit early for appointments, and send thank you notes or other notes to follow up all appointments.
- Use your great memory for personal details to remember people's names and recall any personal information from your research or a common experience.

Debbie developed a foolproof system for tracking her prospects during her search for

a job as a recruiter for a college or university. She used a series of index cards for each prospective employer and each person with whom she interviewed. Because in some cases she interviewed before a search committee, she kept a card for all members and then color-coded the whole batch to correspond with the college or university. She added notes when she learned something new or after a contact, so she was always up to date on where she stood with each prospect. Her system helped her avoid letting anyone or any detail of her search slip through the cracks. And when she ultimately found the position she wanted and was hired, she was able to write announcement notes to everyone she had met.

Possible Pitfalls

Although all people are unique, there are certain *potential* blind spots that many ENFJs share. We underscore "potential" because some of the following may clearly be true of you, while others may not apply. While considering them, you may notice that these tendencies do not relate just to the job search, but rather describe pitfalls that you may have experienced in other aspects of your life as well. It is therefore helpful to consider each one in terms of your past experiences by asking yourself, "Is this true for me?" And if so, "How did this tendency prevent me from getting something that I wanted?" You will probably notice that the key to overcoming your blind spots is the conscious and thoughtful development of your third and fourth functions (Sensing and Thinking). Many of the suggestions will be challenging to implement, but the more you use these functions, the fewer problems they will cause you in the future.