

ESTP

Extraverted Sensing with Feeling

ESFPs are friendly, outgoing, fun-loving, likable, and naturally drawn toward others. They enjoy working in groups with other lively, fast-paced people, as well as offering alternatives based on common sense.

Contributions to the Organization

- Bring energy, enthusiasm, and a spirit of cooperation
- Present a positive image of the organization
- Offer action, excitement, and fun
- Link people, information, and resources
- Accept and deal with others as they are, even treating them generously

Leadership Style

- Lead through the promotion of goodwill and teamwork
- Prefer managing initial steps of a project
- Defuse tense situations by putting people at ease
- Make things happen by focusing on immediate problems
- Facilitate effective interactions among people

Preferred Learning Style

- Interactive with ample time to talk through new information
- Practical with content they can try out to see what works

Potential Pitfalls

- May overemphasize subjective data in an effort to maintain harmony
- May not reflect on what is at hand before jumping in
- May spend too much time socializing and neglect tasks
- May not always finish what they start

Order of Preferences*

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

* See pages 26–29 for further explanation.

Problem-Solving Approach

- Want to make a realistic and concrete assessment of the situation (S), especially about people (F)
- May need to add objectivity (T) and a long-range vision of what else might be (N) for optimal results

Preferred Work Environments

- Contain energetic and easygoing people focused on present realities
- Are lively and action-oriented
- Foster a fast pace
- Include people who are adaptable and spontaneous
- Emphasize being harmonious, friendly, and appreciative
- Are upbeat and social
- Look attractive and colorful

Suggestions for Development

- May need to include logical implications in their decision making in order to depersonalize conflict
- May need to plan ahead when managing work
- May need to balance task and socializing time
- May need to work on project and time management

what she's doing or how she's performing. But I have to. It's part of the job." Eve dislikes having to fire someone or tell parents they owe the school money. She also is unhappy when she can't pay teachers what she wishes she could and what she believes they are worth.

Unresolved conflicts among her staff are also draining for Eve. "I see a certain increase in the amount of selfishness these days among all kinds of people. That's disturbing, but I consider it a challenge, too." And she puts off anything having to do with money, as well as the endless scheduling required to keep the school running and properly staffed. She avoids written evaluations of her staff, preferring to "talk it rather than write it." She prefers to talk out her stress, as well, by seeking the confidence of someone close to her — her husband, her assistant, or a close friend.

Eve's most significant work-related accomplishment is "keeping this school going — riding the tide." But she is rewarded by meeting a new parent who has heard about the center from another pleased parent. "And I love reading in the paper or hearing about 'graduates' of this school going on and becoming successful." Her own career goal is being met each day. "I'm scared to retire because I won't be challenged, and I won't have much of a mission anymore."

Why This Career Works for Eve

Eve most enjoys responding spontaneously to the pressing needs of the day. She loves the variety of activities she engages in, as well as the people (students, teachers, and parents) she interacts with. Something is always happening, and most of it is unplanned. The playfulness of SPs is a particularly important part of Eve.

A virtual "radar machine," Eve monitors everything with her (dominant) extraverted

Sensing. She is constantly scanning all that is going on: using her eyes to watch a kid make it to the top of the climber without falling, her ears to hear them talk out problems with their peers, her arms to hold an unhappy child, even her nose to decide whose diaper needs changing! All the while she is also monitoring her staff to see how she can help them with their jobs.

Her strong feelings and convictions about what child care should be like come from Eve's introverted Feeling (auxiliary). She tries to instill her ideas — her "calling," really — into everyone and everything that happens at the school. As do other people who introvert their feelings, Eve develops long-lasting personal one-on-one relationships with students, staff, and parents, and takes great pride that many of the parents of her current students were once students at the school themselves.

Thinking is Eve's third function and although she doesn't particularly like it, she can be tough when she has to in dealing with money or issues of discipline. Since she is over fifty, she is also developing better access to her Intuition (fourth function), which she has had to use in the planning of the school's future and anticipating what the community's child care needs will be in the years to come. Although she could retire soon, she fears she would lose her "mission" and is still energized by new challenges.

Common Threads

Although Larry and Eve have different backgrounds, experiences, and careers, there are certain common threads woven through their stories. Their specific interests, abilities, and values may differ, but owing to their similar temperament values, the *same hierarchy* of their psychological functions, and the "world" they use them in (inner or outer),

there are certain observations we can make about the needs of many ESFPs.

What follows is a list of the most important elements — the formula, if you will, for ESFP satisfaction. Given the uniqueness of all individuals — even those who share the same type — this list will not describe all ESFPs equally well. The important thing is that these ten elements, with varying degrees of intensity and in different orders of importance, identify what ESFPs 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 that might be true for one work situation but not for another.

As an ESFP, career satisfaction means doing work that:

1. Lets me learn from hands-on experience, where I look for solutions to problems from gathering all the facts at my disposal and by using common sense
2. Lets me get personally involved in the tasks at hand, working directly with clients or customers, out in the field rather than away from the action
3. Lets me work with lots of other people in an active and social environment, with variety, fun, and spontaneity
4. Requires skillful handling of people and conflicts, the ability to ease tensions to help groups work more cooperatively, and the ability to motivate others

5. Lets me juggle multiple projects or activities, especially those that utilize my aesthetic taste and sense of design
6. Lets me interact throughout the workday with other easygoing and social people who share my enthusiasm, energy, and realistic point of view
7. Lets me work on projects that are of immediate utility and take into account the needs of people around me
8. Is done in a friendly and relaxed environment, without hidden political agendas
9. Rewards my hard work and good intentions, and where I feel appreciated for my contributions
10. Lets me have fun, enjoy everyday surprises, and where there is a minimum of bureaucracy, rules, or restrictions

Work-related strengths and weaknesses of ESFPs include:

STRENGTHS

Practical and realistic, with great common sense
 Enjoy active jobs; adapt well to change and variety
 Create lively and fun atmosphere at work
 Good communicators — in person and on the phone
 Inspire affection from co-workers and clients

WEAKNESSES

May not plan ahead or anticipate implications of actions
 Tend to be impulsive and easily tempted and distracted
 May have difficulty working alone even for brief periods of time
 Have difficulty disciplining self and others
 May have trouble reading between the lines and seeing underlying meanings

Popular Occupations for ESFPs

In listing occupations that are popular among ESFPs, it is important to note that there are successful people of all types in all fields. However, the following are careers ESFPs may find particularly satisfying and some of the reasons why. This is by no means a comprehensive listing. It is included to suggest possibilities you may not have previously considered.

EDUCATION

- Teacher: preschool and elementary
- Child care provider
- Athletic coach

ESFPs often find careers in education satisfying, especially when working with young children. Elementary and pre-elementary grades sometimes are less formal and structured and offer plenty of opportunities for spontaneous learning experiences. ESFPs enjoy teaching basic skills and helping children get along with one another, a major emphasis in the early grades. They enjoy the activity, energy level, and variety of learning found in elementary school settings. ESFPs, usually active and physically skillful themselves, often enjoy athletics and athletic coaching. Playing sports, learning teamwork, and being active outdoors are enjoyable activities for ESFPs. They are enthusiastic, encouraging, and supportive coaches and teachers.

HEALTH CARE/SOCIAL WORK

- Emergency room nurse
- Veterinarian
- Veterinary technician
- Social worker
- Dog obedience trainer

Health care and social work provide ESFPs with the opportunity to help others. These careers require the acquisition and

then repeated use of skills. Most ESFPs enjoy working directly with other people and thrive on a varied and fast-paced workday. Emergency room nursing requires quick thinking and the ability to calm frightened people during a crisis. Many ESFPs love animals and enjoy working with them either in a medical setting or as trainers. The field of social work allows ESFPs to meet and work with many different people, helping them identify resources available to them. They establish rapport easily and find satisfaction from helping make life easier for someone else.

ENTERTAINMENT

- Photographer
- Film producer
- Musician
- Performer: dancer, comedian
- Promoter
- Special events coordinator
- Travel agent/tour operator

ESFPs enjoy entertaining others, in a formal capacity or informally with friends. They often have a strong sense of aesthetics and a good eye for the fresh and beautiful. Some ESFPs enjoy performance of their art, others simply want to be among other artists in the exciting and ever-changing world of entertainment. ESFPs enjoy travel and make good travel agents because they listen well to what their customers want in a vacation and work hard to find the right match. They are adept at juggling several projects at once, or elements of a project, and often find career satisfaction in special event coordination.

BUSINESS

- Real estate salesperson
- Public relations specialist
- Retail merchandiser
- Fund-raiser
- Labor relations mediator
- Receptionist

ESFPs do not generally enjoy the world of business, especially the corporate world. But those jobs that involve a high degree of interaction with others, and where there is a less structured schedule, can be enjoyable to ESFPs. They often enjoy real estate sales because they spend much of their time out of the office, working directly with a variety of people, showing all kinds of homes. They often enjoy public relations, fundraising, and mediation, where they are able to use their naturally persuasive nature. These careers let them use their interpersonal skills and their ability to gather information. Many ESFPs are drawn to retail careers, especially when they are able to use their eye for fashion and flair for the dramatic.

SERVICE

- Flight attendant
- Secretary/receptionist
- Waiter/waitress
- Host/hostess
- Floral designer

The service industry attracts ESFPs primarily because of the interpersonal contact and the ability to use acquired skills. ESFPs are often warm and friendly and have the ability to make others feel relaxed and at home. They enjoy the atmosphere present in many restaurants and clubs and are sociable and generous hosts. Their present-moment orientation makes them fun to be around, and it is said that the party often follows the ESFP.

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 sometimes 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

As we will detail in the following pages, your strengths and talents for the job search lie in your easygoing and friendly nature and your ability to easily establish rapport. Beware, however, of your tendency to put play before work so that your job search suffers from a lack of results. If this happens, you may become discouraged and settle for a less than ideal job rather than sticking with

it and holding out for a career that's really right for you.

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

Establish rapport and sell yourself.

- Present yourself as a member of a work team, eager to take on new challenges and get along well with others.
- Demonstrate your ability to adapt to new situations and remain cool in a crisis.

When Jake arrived for his interview with the school principal to discuss a job as a social studies teacher, the principal met him at the door to explain that they had had an emergency and the interview would have to be postponed. During a routine fire drill, the office sprinkler system had been activated and several offices were flooded. Water was still pouring out of the ceiling, and the fire department had been summoned but hadn't yet arrived. Jake offered to help. He took off his jacket, grabbed a wrench, and climbed onto the desk. In minutes, the water stopped, and Jake helped the principal carry a table and two chairs into a dry classroom where they conducted the interview. Jake was offered the job then and there, not only for his experience and good references, but because the principal already saw him as a member of the team.

Use your common sense and ability to adapt to turn unexpected problems into opportunities.

- Demonstrate your ability to troubleshoot by recalling for interviewers how you have successfully managed problems in past jobs.
- Look for ways of explaining how your skills can be used in different work situations.

Darcy was ready for a change. She had enjoyed being a travel agent, but now that her children were grown, she wanted to work in some of the exciting places she had sent her clients to over the years. She applied for a position as a tour guide at a Caribbean resort and was worried because one of the requirements for the job was on-site experience. She expected she might be asked about her experience handling some of the unexpected problems that often came up when visitors were touring some of the more rugged areas of the resort. Her career had consisted mostly of sitting behind a desk. So when the question came up during the interview, she was ready. She described how she often handled what her agency called "high-maintenance customers." One couple changed their itinerary so many times that the morning of their flight to Europe, their reservations were accidentally canceled. Darcy noticed this on her computer. Quickly, she checked with several other carriers and booked new reservations on the last available seats for a flight leaving only fifteen minutes after the original one. She printed out new tickets and took them to the airport to meet her customers as they were getting out of their cab. The couple were a bit confused but rapidly became aware of how narrowly Darcy had averted a disaster for them. They made the flight, and Darcy saved the agency a client. The interviewer could see how Darcy's skills would be easily transferred to the "real world" of touring.

Demonstrate a willingness to compromise. Be flexible in negotiations.

- Decide ahead of time what criteria are of critical importance to you in a job and which ones are not. Demonstrate your flexibility by giving in on less important points.

Upon graduation from veterinary school, Rob was interviewing for a staff job at a prestigious emergency animal clinic. While he was similar in standing to many other candidates, Rob got the job because he was willing to take a rather unusual schedule. For a year, he committed to work three twenty-four-hour weekends a month. The rest of the month was his own, except for being on call for emergencies two other days a month. The other candidates had families or just weren't interested in that kind of schedule. Rob didn't mind because it gave him the free time he wanted to spend with his friends and also pursue his new interest in hang gliding—a sport that is often very crowded at the peak times. Most people are off from work.

Gather a great deal of information, using your keen powers of observation and your ability to get others to talk.

- Talk directly with people working for the company you are considering to learn about some of the less obvious but very important elements worth considering.
- Notice what people wear, what staff offices and lounge areas are like, to be sure that the position you are considering is in a place that you wish to spend your days.

When Tammy and her husband relocated, she began looking for another job in retail merchandising. She started by going to many of the large department stores to see firsthand what they were like. She talked with several sales representatives about how they liked their jobs, what the management was like, and how flexible working conditions were. After she had narrowed her choices down to four stores, she used her personal references from past jobs to gain interviews. She was able to make selections using realis-

tic information, not just what the store management wanted her to know about them.

Conduct lots of informational interviews, using your large network of friends and associates.

- Most people are happy to help you, so ask them to refer you to others who may know of available jobs. Call on the assistance of past employers who know personally your abilities and skills.
- Ask informational interviewers to look at your list of skills and help you brainstorm other kinds of jobs or careers you might be well suited or qualified for.

Even though Jason had been out of college for several years, when he was making a career change, he called on his old college career counselor. They got together over lunch one day and generated a list of possible career options based upon Jason's type, skills, interests, and the experience he had gained from four years in the real world of work. Jason's career counselor was able to help him see beyond his present career to other, less obvious, possibilities.

Possible Pitfalls

Although all people are unique, there are certain *potential* blind spots that many ESFPs share. We underscore "potential" because some of the following *may* be true of you, while others may clearly 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 (Thinking and Intuition). We recognize that many of the suggestions will be difficult to implement, but the more you use these functions, the fewer problems they will cause you in the future.

Invest the time preparing a job search plan before jumping in.

- Spend some time reflecting on where you have been and where you wish to see yourself in the near and distant future to add a long-range perspective to your thinking.
- Examine your real needs in a career and your true motivations before rushing into action.

Consider possibilities in addition to those that currently exist.

- Generate a list of possibilities without prejudging any of them during the process. Include even those that seem outlandish or those for which you may not consider yourself qualified.
- Ask a creative friend to help you imagine what you might do outside of your current career area and list how your skills might transfer to another area.

Develop and follow through on your job search plan.

- Even the tedious parts of the job search — follow-up phone calls, sending thank you notes after informational interviews, and calling back to check on a possible availability — are important to finding the right job.
- Resist the urge to drop what you've started when a more interesting situa-

tion arises or when friends invite you to socialize. It sometimes helps to look at a job search as a job in itself.

Try not to take rejection personally.

- If it happens, remember that you are being turned down for a job only. Many employers make very impersonal decisions, and it is not a personal rejection of you.
- Try not to let yourself get discouraged when things don't happen as quickly as you would like them to. Finding the right job can take several months, but career satisfaction is worth the wait and the hard work.

Don't put off making decisions.

- Waiting to gather enough information before making a decision can be wise. However, if you wait too long, your opportunities may be eliminated and choices made for you.
- Use some critical thinking to see the cause and effect of options you are considering. Ruling out options can help you focus on the best choices for you.

The Final Piece

Now that you have a solid understanding of your type under your belt, you can see how your strengths and preferences suit you better for some kinds of jobs and for some approaches to a job search. But as an ESFP, you've already noticed that you are not equally drawn to *every* career or field listed in the Popular Occupations section. The next and final step in the process is to look at how your type meshes with your personal interests. So now turn to Chapter 24 to put your new knowledge to work by finding out how your interests, skills, and values can combine with your type to let you find the work you were meant to do.