

CenterMark Type : ENFJ

CenterMark Type Map Introduction

CenterMark is based on eight variables, with four pairs of preferences. In each preference pair, you fall more on one side of the scale or the other. Everyone has a natural preference for one of the two opposites on each of the four scales, but everyone uses each of the preferences to some degree. The differences in people result from our preference for:

Extraversion or Introversion (E – I) - Where they prefer to focus their attention and energies.

Extraversion Characteristics.

Those who choose Extraversion derive satisfaction from their involvement with people and their surroundings. They are energized by their affiliation with others and are easily engaged by friends and strangers alike. Extraverts prefer to explore ideas through conversation. They act-think-act.

Introversion Characteristics.

Those who choose Introversion want less interaction with others. They are energized by reflection and solitude. They prefer to voice their opinions after they have ample time to process the issue. They think-act-think.

Sensing or Intuition (S – N) - The way they prefer to take in information, the kinds of information they want and give weight to, and usually how they communicate information. The S and N preference seems to have the most influence on occupational choice.

Sensing Characteristics.

Those who choose Sensing tend to take in tangible information; this means they focus on present reality, count their practical experience, trust facts, and like full, detailed, and verifiable information. They are described as left-brain and identify with efficiency, standardization, cost benefits, precision and quick response.

Intuition Characteristics.

Those who prefer Intuition, on the other hand, tend to take in information as a kind of snapshot; they notice present reality but are quickly drawn toward connections, finding patterns in data and seeing possibilities in the future. Intuitors are described as right brain. They prefer to focus on possible innovations, new markets and products, and adding value.

Thinking or Feeling (T – F) - The way they prefer to make decisions and the different ways of prioritizing and organizing information and coming to conclusions.

Thinking Characteristics.

Those who choose Thinking take a detached approach. They step back to analyze the situation, assess the pros and cons, and choose the rationale alternative. They question and critique before making decisions. For them, a good decision is one that is based on objective reasoning

Feeling Characteristics.

Those who choose Feeling put themselves into the decision-making situation to assess how it will affect everyone involved: They will ask, Does it fit with my values? How does it affect people? For them, a good decision is one that "feels good."

Judging or Perceiving (J – P) - How people prefer to arrange their external lives. The J-P preference can be the source of the greatest amount of interpersonal tension.

Judging Characteristics.

Those who choose Judging plan ahead and work toward closure. They want structure and schedules, and like to come to decisions and move on. Judgers are annoyed by interruptions and surprises. For Judgers there is usually a "right way" and a "wrong way" to do anything.

Perceiving Characteristics.

Those who choose Perceiving like to have an open, fluid calendar with loosely defined plans. They find structure and schedules inhibiting, and trust their ability to respond resourcefully and energetically to changing environments and final deadlines. Perceivers enjoy the process and options. They handle surprises and interruptions well.

General Characteristics of CenterMark™ Sixteen Types

Below are thumbnail descriptions of each of the sixteen types. There is no right or wrong type, the workplace needs them all. Self-knowledge is validating and strengthening. An in depth description of each of the sixteen types is accessible on the type map.

Sensing Types		Intuitive Types	
with Thinking	with Feeling	with Feeling	with Thinking
ISTJ - 11-14% Overseer, Inspector Depth of concentration Detailed, Systematic Reliance on facts Super dependable Conservative Logic and analysis Task-oriented	ISFJ - 9-14% Provider Protector Depth of concentration Painstakingly systematic Facts and details Warmth and sympathy Stable, Dependable Organized	INFJ - 1-3% Prescient Developer Innovator of ideas Quietly forceful Grasp of possibilities Determined People-oriented Organized	INTJ - 2-4% Director, Strategist High achiever Logical Critical Decisive Innovator of ideas Independent, Determined Often stubborn
ISTP - 4-6% Practical analyzer Values exactness Cool and curious Observer, Reflective More interested in organizing data than situations or people	ISFP - 5-9% Sympathetic manager of facts and details People-oriented Dependable Systematic Concerned with systems and organization	INFP - 4-5% Proponent, Messenger Imaginative, Independent Reflective Inquisitive Empathic Perfectionist Possibilities vs Practicalities	INTP - 3-5% Inquisitive analyzer Creative ideas Definer Reflective, Curious Independent Logic and analysis Adaptable
ESTP - 4-5% Promoter, Realistic Adapter in the world of material things Practical Tolerant Detail-oriented	ESFP - 4-9% Performer, Entertainer Ease with environment Natural negotiator Observant Sociable	ENFP - 6-8% Planner of change Grasp of possibilities Communicator Integrator Understands others Energetic, Flexible	ENTP - 2-5% Planner of change Inventive Analytical Resourceful, Enthusiastic Offers solutions Alert and outspoken
ESTJ - 8-12% Executive type Industrious Decisive Fact-minded Aggressive Gets the job done Practical organizer	ESFJ - 9-13% Provider, Guardian, Harmonizer, Sociable Involved Realistic, Fact-oriented Opinionated Tuned to here and now Organized	ENFJ - 2-5% Teacher Imaginative, harmonizer Expressive, Opinionated Conscientious Persuasive Ideas and possibilities Organized	ENTJ - 2-5% Commander Innovative Organizer Aggressive, Forceful Analytic, Systematic Frank, Decisive New ideas and possibilities

The range of percentages given demonstrates distribution of types in the U.S. population at large.

Remember, the assessment is not a measure of your abilities in any area. It is designed to help you become aware of your particular personality and to understand and appreciate the ways in which people differ. Each type and each individual has special gifts. There is no right or wrong type. Each person is unique.

Your results on CenterMark suggest your probable type based on your choices, however you should decide if this fits your personal perceptions of your personality type. We suggest that you explore the descriptions of all the types to verify your results.

ENFJ Introduction

Catalysts, Mentors, Energizers, Idealists

- Friendly, diplomatic, compassionate, and empathic
- Like working with peoples' potential and helping them grow
- Good at organizing and following through on projects

ENFJ

Male 1-3%
Female 3-6%

Percent of
US Population

ENFJs are the most outgoing and friendly of all the personality types. For ENFJs, relationships are everything! Because it is so important to them that other people like them, they are outgoing, friendly, and genuinely concerned about the welfare of others.

They tend to be rather idealistic and use their personal values to rule their lives. They are caring, warm, and enthusiastic people, with great energy for projects or causes they believe in.

ENFJ Characteristics

The theme of ENFJs is mentoring, leading people to achieve their potential and become more of who they are.

They lead using their empathy, exceptional communication skills, their enthusiasm, and warmth to gain cooperation toward meeting the ideals they hold for the organization. They are the catalysts who tremendously enjoy drawing out the best in others.

ENFJs need warm personal interactions—strokes of approval and appreciation to keep them going. They have a strong sense of loyalty whether to an employer, school, a hometown, or a favorite cause.

They also feel obligated to make the ideal a reality, since they can easily spot the discrepancies between the status quo and the way things might be.

ENFJs are great diplomats. They are usually able to communicate in ways that make others feel excited about their ideas. They work hard to develop and maintain harmony in all of their relationships.

They are intrigued with new possibilities, especially those that make positive changes, help other people, or generally make the world a better place.

ENFJs are good at organizing people to get things done and keeping everyone happy at the same time.

However, they are not shy about making suggestions when there are decisions to be made. In the world of work, they are well armed to deal with both variety and action.

ENFJs have the gift of communication. Their skill as a persuasive communicator is more likely to be dedicated to speech than to writing. But either way they can use it to their advantage in their professional and private life. Their comfort with words is illustrated by their bright language and colorful imagery.

ENFJs can present a proposal or lead a group discussion with ease and tact.

ENFJs tend to be proactive and directive in relationships, that is, they take the first step in defining the relationship. They also tend to be proactive in working situations. They like to anticipate and bring about the most favorable conditions they possibly can.

ENFJs will not burden people beyond their capacity. Simultaneously, they cast a dim view upon malingering and dishonesty.

ENFJ Learning Style

ENFJs enjoy learning challenge that consistently yields "meaning."

They learn through interaction, in dialogue with others or with the written word. They are global and abstract learners. The behavioral sciences tend to be a favorite, as they are founded on ideas, concepts, and theories that help develop potential.

They use their ability to see relationships and synthesize to simplify the learning process. No wonder, then, that ENFJs tend to be excellent teachers. Even though they are high-energy people themselves, they usually have a great deal of patience and enjoy assisting others in the learning process.

Learn best when they understand how the material is connected to helping people and their lives.

Since ENFJs' awareness is on global, they may need to be reminded to focus on the details of what they are learning.

Perform best in a structured learning environment and like completing tasks.

Can be global or linear learners. Like seminars.

Enjoy independent learning tasks and the flexibility to make their own contribution to the material.

Resist instructors/facilitators who are not warm and personable. Desire to please instructors, becoming a model student.

Enjoy learning when it includes recognition for their achievements.

Like reading if they can settle down long enough.

Like listening.

ENFJ On a Team

Are natural leaders and facilitators.

Bring structure and organization to the group, along with humor and sensitivity.

Develop plans with the project's value or ideal in mind, and then supply the needed energy to complete it.

Allow team members to make mistakes and learn from their errors.

Carefully listen to individuals and consider all team members' opinions.

Decide which people are best suited to carry out the project and who will grow the most from the experience.

Make sure everyone understands their importance and the contributions they bring to the team.

Can frustrate others with their unfailing loyalty to unworthy causes.

Periodically irritate fellow team members by coming across as too "bossy."

Irritate team members with a focus on interpersonal concerns.

Are annoyed most by team members who do not seem to care about the project.

Become frustrated by team members who show intolerance of others and do not consider their impact on people.

Are irritated by members who disregard time, schedules, and the social niceties of conducting business.

Influence team members by creating a clear organization with agendas, timelines, and task accomplishments.

ENFJ Contributions to an Organization

Intuitive workers, such as ENFJs, are in their glory when work is challenging and novel. When inspired, they fire up their furnaces and work with a level of energy and exuberance that staggers the imagination of their Sensory type coworkers. If there is a new task at hand or a new technique or skill to master, it is no problem for them. ENFJs will find the time to tackle the most difficult problem and unravel the most complicated situation.

Bring energy, warmth, enthusiasm, fun, and cooperation to tasks. Seek to be fair and ethical. Shine under appreciation—the greater the appreciation, the greater the dedication to an organization.

Strive to find mutually beneficial solutions and resolutions to projects. Truly love people and their treatment in an organization is extremely important.

Improve technologies and strive for efficiency. Catalyst for drawing out the best in people and organizations.

Continually foster harmony and cooperation among people. Bring order, a positive attitude, and sociability to an organization. Unafraid of risks, particularly if people will benefit. Bring the ideal into reality.

Enjoy fun, variety, and challenges. Easily lead others. Very planful towards reaching goals. Able to see trends and potential pitfalls into the future. Thoroughly enjoy facilitating, guiding and influencing groups. Easily see the possibilities and relationships between unrelated topics.

Inspire change, usually for humanitarian purposes. Appreciate working for a cause or leader and are fiercely loyal to either one.

Believe people's potential is the organization's strength; organizations must utilize workers' talents.

Appreciate high energy and unique contributions.

Suggestions when coaching ENFJs:

- Practice relating to them personally and concentrate more on the social niceties of conducting work.
- Try working within their schedules and timeframes and their need for external organization.
- Let them bend the rules and tackle abstract, theoretical designs, but do not expect them to implement their solutions.
- Management by the book, policies, impersonal objectives, criticism, and use of formal power that denies growth of individuals are not exactly sources of great joy for ENFJs. Indeed, this type of management may lead to recalcitrance and even lower performance. Therefore, attempting to manipulate or sweet-talk ENFJs into doing something against their better judgment is likely not possible.

- Turnoffs for ENFJs are lack of dependability, negativity, argument and lack of communication.
- Other turnoffs are meaningless paperwork, playing politics, or using conflict as a tool to increase performance; working with costs rather than people, criticizing others, especially in a group or with people ENFJs know well.

ENFJ Approaches to Problem Solving and Decision Making

Immediately look for potential in a situation.

Collect input and feedback from others.

Concentrate on the group's interests and ways that will uphold the organization's values.

Look to find situations similar to the current problem.

Consider how people will react to the various outcomes.

Seek to understand the values involved for each alternative solution.

Grasp the current and future implications shown in the facts.

Want to know if the results will contribute to harmony.

Are less attached to following institutional policies and procedures when problem solving.

First consider people, secondly look at the larger picture, eventually examine the facts, and finally apply logic.

ENFJ Change Management

Individuals in organizations deal with changes and challenges differently. Some are excited and stimulated. Some are fearful and cautious. Some feel overwhelmed, depressed, and unmotivated.

At the extremes, one person finds change stimulating and exciting, responding energetically and creatively to new challenges; another feels depressed and stuck, unable to let go of the past and ineffective in adjusting to new realities. A number of factors influence how individuals respond to organizational change: personal history and past experiences, family, education, and cultural values. Still another factor that affects how we respond to change is our personality type.

Change is exciting to ENFJs. They readily find possibilities in new situations. Their understanding of others and their enthusiasm can make them inspiring leaders and catalysts. They are fiercely loyal to those whose values and commitment they respect. Change can also present difficulties for ENFJs, however. They have a hard time dealing with conflicts and real differences between people. Their most important commitment is to people, not institutions; they can be very upset if their values are not considered and supported during change.

Needs:

Lot of support and feedback. Time to support others and appreciation for playing that role.

When needs are not met:

Excessive and obsessive worry. Aggressively organize everything/one.

Contributions:

Dependable, and responsible. Take care of people.

ENFJ Management Style

The ENFJs' management style is democratic and participative. The nature of their modus operandi is likely to be people-oriented. They lead by coaching, encouraging, applauding and providing positive feedback.

They are facilitators, not autocrats. Believe work is accomplished through building relationships.

Inspire and persuade others through their personal convictions and passion.

Demand consistency between organizational goals, actions, and values.

Value and strive for cooperation, harmony, and self-determination.

Enjoy hands-on participation in administering people and projects.

Try to gauge work to avoid crises. Focus first on the impact of a crisis on people.

Inspire innovation and transformation in those they lead. Warmly encourage others to express themselves.

Pride themselves on knowing a person's personal side; see it as part of business.

Are concerned with meeting everyone's needs over fulfilling their personal agendas.

Must be able to respect superiors and strive to be respected by others.

Easily respond to the needs of the individual and group.

Suggestions when persuading ENFJs:

- Remember ENFJs are comfortable with ambiguity, and expect things to be paradoxical. Acceptance of paradox allows ENFJs to remain open to new and unusual ideas.
- Show how it enhances relationships. State how it helps people to grow and develop.
- Say it is enjoyable and fun. Discuss how it could benefit them and those they care about.
- Use personal testimonies from those who have benefited from it.
- Show that it brings matters to a fruitful conclusion. Set it in a personal context.
- Show respect to them and others in your presentation. Explicitly state the benefits; do not just imply them.
- Show that it has high-level objectives to achieve. Explain how it will impact the organization's principles.

ENFJ Conflict Resolution

Think that most, if not all, relationships can be win-win and collaborative.

Are much happier when conflict is absent.

Will avoid conflict as long as possible.

Will have their antennas out in advance in order to sense potential conflicts and nip them in the bud before they actually become conflicts.

OR

Will ignore conflicts until they become a total obstruction and they are forced to deal with them.

OR

Will learn strategies for managing conflict in the moment as a useful personal growth tool for all involved.

Under extreme stress, or fatigue, ENFJs may:

- Be very critical and find fault with almost everything.
- Do things in excess—e.g., eating, drinking, or exercising.
- Ask for irrelevant information.
- Ignore others' feelings.

ENFJ Careers

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. This, by no means, represents a comprehensive listing. It is included to suggest possibilities the ENFJs may not have previously considered.

BUSINESS/CONSULTING

- Human Resources
- Trainer: Sales
- Recruiter
- Travel Agent
- Small Business Executive
- Program Designer
- Sales Manager
- Fund-Raiser
- Mentor
- Marketing

CREATIVE/COMMUNICATION/ENTERTAINMENT

- Writer/Journalist
- Musician
- Communication Director
- Entertainer/Artist
- Advertising Account Executive
- Public Relations Specialist
- TV Producer
- Newscaster
- Politician

COUNSELING/COACHING

- Psychologist
- Facilitator
- Career Counselor/Coach
- Personal Counselor
- Holistic Health Advisor
- Corporate Outplacement Counselor
- Marriage and Family Therapist

EDUCATION/SOCIAL SERVICE

- Teacher: Health/Art/Drama/English
- College Professor: Humanities
- Dean of Students

- Librarian
- Residential Housing Director
- Social Worker
- Nonprofit Organization Director
- Recreational Director

RELIGION

- Clergy/Ministry

ENFJ Communication Style

ENFJs are global and metaphoric in their speech. They are adept oral communicators with their sensitivity to nuances and unspoken aspects of communications. They are also very skillful listeners with an unusual capacity to understand others' viewpoints and realities.

They are more interested in the implications of what is being said and indeed they may claim to have heard things others did not say simply because they are masters at listening for intent.

Reply quickly and think on their feet.

Prefer talking in person, rather than communicating through written reports.

Use language that is full of metaphors, analogies, and symbols.

Contribute a wealth of knowledge.

Like insights and unusual approaches.

Begin communicating by stating areas of accord.

Offer presentations that are orderly and follow a systematic process.

Like to address schedules and deadlines so they know when to expect concrete results.

Communicate personal experiences to make points.

See the big picture and present that first.

Speak of missions and objectives, so there is consistency between goals, actions, and values.

Like to discuss future challenges to be prepared for mistakes, problems, and disasters.

Suggestions when communicating with ENFJs:

- Keep in mind that ENFJs speak with energy and excitement. Their enthusiasm may be dramatically demonstrated with intense emotions. To more calm-oriented types this can seem overdone and may be a turnoff. Others would do well to realize that the dramatic flair of ENFJs is yet another way to raise the overall awareness of issues they consider crucial.
- Are persuaded by material presented with emotion or that is personal in nature.
- Remember to praise and acknowledge their contributions and successes.

- Be organized, on time, and prepared. Talk about goals, objectives, and tangible results.
- Remember ENFJs think while talking.
- ENFJs like to talk face-to-face. If that is not possible, the telephone and short e-mails are preferred to paper.
- Want frequent (keep in touch) contact.

ENFJ Motivators

Prefer working in a people-oriented environment that is supportive, organized and where a spirit of harmony prevails.

Are bored by purely task-oriented jobs.

Frustrated when they feel left out of the lines of communication.

Like work organized, orderly, and settled.

Experience frustration when only cold, impersonal logic is applied to a situation.

Expect and count on people to carry out their part of the plan.

Try to avoid surprises; desire advance warning.

Are energized, inspired and motivated when their ideas are met with consideration or acceptance.

Prefer projects that use creativity and involve communicating with others.

Enjoy variety and challenges where talents, skills, and opportunities can grow.

ENFJs respond best to people who value them personally for their contributions.

Given their commitment to learning, recognizing ENFJs with training that is people-oriented and useful and is their choice of what and where it would be, would probably be well received.

ENFJ Opportunities for Growth

ENFJs can achieve personal growth by:

Letting go of some control, sometimes they are seen as too "bossy."

Attempting to be logical and realistic. Looking at people as they really are, and recognizing their limitations.

Considering loyalties carefully—avoiding becoming blindly loyal to a group, project, or cause that is unworthy of their dedication and passion.

Realizing that others might not follow through with their commitments—not everyone shares the ENFJs' devotion.

Avoiding becoming overextended—they can easily become a doormat. Setting priorities and sticking with them—not becoming sidetracked with other peoples' needs.

Trying to see beyond their values. Learning to grow more comfortable in handling and managing conflict. Avoiding "sweeping problems under the rug."

Paying attention to the finer details—not becoming lost in the "big picture."

Suspending self-criticism and listening carefully to the objective feedback. Remembering to consider disagreeable facts contained in feedback, even if it means having to deal with confrontation or the possibility of changing their position.

Avoiding becoming the emotional sponge for office woes. Trying to make decisions that not only include their personal feelings, but also objectivity and logic.

Concentrating on collecting all the necessary facts. Resisting their tendency to rush to closure.

Resisting the temptation to judge a person, job, or organization based on one positive/negative interaction.