

CenterMark Type : ESFJ

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.

ESFJ Introduction

Guardians, Traditionalists, Providers

- Loyal, super-dependable
- Strong social responsibility
- Foster harmony and cooperation
- High expectations of self and others
- Strong value system

ESFJ

Male 5-8%
Female 12-17%

Percent of
US Population

The theme of ESFJs is providing, making sure physical needs are met. They are genuinely concerned about the welfare of others, making sure they comfortable and involved. ESFJs use their sociability to nurture established institutions. They are congenial, helpful, considerate, thoughtful, and wish to please.

ESFJs' management style is softly authoritarian and decisive. They expect others to follow the rules and procedures without question. Hierarchy is respected.

ESFJ Characteristics

ESFJs can be counted on to follow through and will make sure necessary supplies and other things will be there for the job to be done.

Seeking responsibility, they are very hard workers. They frequently bring an abundance of energy to getting the job done. They are very loyal to their superiors.

ESFJs are skilled at anything having to do with logistics, especially in the service occupations. They are masters at getting the right things in the right place in the right quantity and the right quality at the right time to the right people.

ESFJs' emphasis on "providing" is an external process. They are quite intent on knowing another's needs and providing for them. Thus, they excel at selling tangibles and property.

They so personalize the sales process, that buyers feel like they are buying from the ESFJ, not from the company.

They are so outgoing and sociable, they can talk to anyone about anything, especially when it pertains to problems and events, rather than abstractions.

ESFJs are superb hosts and hostesses, who expend energy to promote harmony.

Within the organization, ESFJs' energy is directed toward stability and preservation of the organization. They do whatever is needed to keep the organization running.

They have the ability to accurately observe quantities and excel at measurement.

The ideal work environment is a stable and orderly one, yet personal, in which tasks are defined and everyone knows what is to be done, who is to do it and by when.

Belonging is very important to ESFJs and you will find them joining organizations, membership being one way to gain a sense of stability.

Organizations provide a place where they can serve and help others.

ESFJs also value ownership. They seek to possess and preserve objects as well as property.

ESFJ Learning Style

ESFJs learn best in structured learning systems that require memorization, recall, drill, and the use of workbooks.

They enjoy practical and pragmatic subjects and have an ability to accurately observe quantities and excel at measurement.

ESFJs' awareness is concrete and specific; and they may have difficulty recognizing situations outside the quantitatively measured. It is important that others be clear, specific, and patient when giving ESFJs instructions for tasks, especially when they involve a series of sequential steps and conceptualization found in abstraction.

They receive information best that is presented in concrete, tangible ways, with immediate applications for people.

ESFJs choose field trips, group projects, or hands-on experiments to foster learning and build relationships with colleagues.

Need learning situations that allow uninterrupted time necessary to finish what was started.

Appreciate a positive relationship with the facilitator or instructor, which fosters and promotes learning; are distracted when discord is present and learning suffers.

Profit from experiencing a given topic or subject before reading about it.

ESFJs are linear learners with a strong need for structure.

Need to know "why" before doing something.

Require well-defined goals.

Like audiovisuals.

ESFJ On a Team

ESFJs are good team players who are supportive of others, exert a positive influence, work to have everyone pulling in the same direction, and are often the glue that holds the team together.

They deliver humor, enthusiasm, and attentive organization to a group.

Bring a systematic and practical outlook to the team. Personally invest in issues and projects.

Coax ideas and contributions from others through acknowledgement. Define current tasks and structures; they delegate work in a spirit of harmony.

Make sure everyone understands their importance and the contributions they bring to the team. Focus on immediate practical methods to achieve overall consensus and conclusions.

May be prone to act too quickly in rescuing other members to prevent mistakes from being made.

Honor time commitments and agendas, especially when working towards a project's completion and closure.

Perturbed by members who always debate information or who continually interrupt. Nevertheless, may be carried away in their own talk.

Become irritated by members who do not participate or take responsibility.

Grow impatient with others who waste time, interrupt, or veer from the agenda during meetings.

Find practical ways to bring team to a clear conclusion.

ESFJ Contributions to an Organization

ESFJs are hard workers who seek responsibility and are always accountable. They are very attentive to the needs and wants of others, always with a friendly attitude.

Outgoing and sociable and will also nurture and maintain relationships.

Skilled at logistics and orchestrating resources to accomplish a project, especially in the service organizations. They are masters at getting the right things in the right place in the right quality at the right time to the right people.

Take work and organizational commitments seriously. Highly personalize the business process and outdo others in managing or selling concrete and tangible products.

Respect stated channels of communication and command. Enjoy helping others and finding misplaced information.

Work to provide a sense of belonging and permanence to an organization. Carry out tasks and projects efficiently, with warmth and harmony.

Usually perform with high productivity and are organized. Seek to minimize risks and desire a conservative route.

Diligent and work at a steady pace. Operate best in structured environments with stated roles and hierarchies.

Are more comfortable dealing with present realities than future possibilities. Have a terrific ability to cooperate with others.

Most comfortable dealing with facts and actual realities, rather than ambiguous theories and concepts.

Value long-term relationships, stability, and loyalty. They are loyal to their superiors.

Suggestions when coaching ESFJs:

- If change is necessary, give ESFJs examples where the change has worked.
- Provide them with stable, consistent, and orderly work environments where they know their contributions are valued. Without affirmation, ESFJs become despondent.
- Keep ESFJs busy and their schedule full. Give them opportunities to develop and institute organization rituals and traditions (company anniversaries, birthday, and other celebrations).
- If you want ESFJ employees to give a superior performance, be sure the job makes adequate use of their quantitative and standardizing skills.
- Complex and multifaceted challenges may be stressful to ESFJs. Try not to give them too many last minute changes or crises.
- ESFJs may need official sanction for permission to take care of themselves before taking care of everyone else.
- Since ESFJs have a high need for security and stability, the pathway to stability is responsibility.

ESFJ Approaches to Problem Solving and Decision Making

ESFJs like decisions and dislike delays. They may make decisions too quickly without adequate data.

Are focused on finding solutions that do not disrupt individual or group harmony.

Consider what they and others in the organization are currently doing.

Want to know what the facts are and what exactly the predicament is.

Search for answers to what was done previously about the current problem.

Prefer to find solutions that maintain the organization rather than promote change.

Think in a linear and systematic process.

Seek the value of a particular option and its impact on people.

Consider what personal or organizational values may be distributed with each alternative course of action.

Discover who is committed to carrying out the plan.

Consider people first, secondly study the facts, next examine the larger picture, and finally apply logic.

ESFJ 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.

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 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.

Needs:

Advance notice of change. Lot of support and time to support others.

Extensive information and a chance to discuss. Opportunity to create harmony.

When needs are not met:

Suppress negative emotions. Worry, and feel guilty. May become bossy.

Contributions:

Keep harmony. Create structure and security.

ESFJ Management Style

As leaders, ESFJs are often called "traditionalists," since they work to preserve traditions. They instinctively know the value of rituals, ceremonies, and celebrations in providing a sense of belonging and permanence in the organization.

They manage in a personal way, focusing on harmony in the organization. They want people to fit in and be comfortable. They pay attention to what people want and need. They are conscientious about responsibilities and tend to be orderly. Tend to take charge when no one else does.

ESFJs lead others through personal persuasion, not analytical reasoning. Since they are very attentive to others' needs, desires, and values, they build a loyal following.

ESFJs carry projects to completion, working diligently and at a steady pace and keep everyone well informed. They seek cooperation and act as a model of hard work and persistence while completing a project. They know when to buckle down and get to work and when to back off and socialize.

Try to gauge work to avoid crises. Do not care for much change or circumventing stated policies and procedures.

ESFJs expect others to obey orders and not question traditional lines of authority. They count on people to carry out their part of the plan.

Tune into others' feelings and situations and perceive how interactions will support or harm overall efforts.

ESFJs tend to believe that appreciation must be earned and must not be given to those who are not worthy.

The feedback most often given by ESFJs is that of getting back on course and how to correct deviations from the standard. They can be very blunt.

Suggestions when persuading ESFJs:

- Communicate verbally.
- Use concrete examples and stress practical applications.
- Discuss the positive impact on relationships; building harmony, service and ensuring everyone's talents are used.
- Use case studies, ideally emotionally presented with personal references, to illustrate who has benefited to date, and state the benefits explicitly.
- Show respect to everyone.

ESFJ Conflict Resolution

Avoid conflict like the plague and see little value in it.

Elect to create environments where conflict does not surface.

May find the conflict that others regard as everyday give- and-take (e.g., people advocating and defending the positions, pointed humor) as troublesome.

Will try first to ignore a conflict if faced with one.

Will separate incompatible workers to preserve harmony, rather than meet conflicts head-on.

May become ill if conflict persists for too long or if it is a constant factor in the work environment.

Under extreme pressures, or fatigue, ESFJs may:

- Appear as a negative form of INTPs.
- Are very critical and find fault with almost everything.
- Have a pessimistic view of the future.
- Suggest impractical ideas.

ESFJ Careers

Because of their combination preferences, ENFJs are naturally drawn to a wide variety of occupations. In listing occupations that are popular among ESFJs, it is important to note that there are successful people of all types in all occupations. However, the following are careers ESFJs may find particularly satisfying. This is by no means represents a comprehensive listing. It is included to suggest possibilities the ESFJs may not have previously considered.

BUSINESS

- Real Estate Agent/Broker
- Personal Banker
- Sales: Tangibles
- Insurance Agent/Broker/Underwriter
- Office Manager
- Public Relations Account Executive
- Human Resources

HEALTH CARE

- Family Physician
- Nurse
- Dentist
- Medical/Dental Assistant
- Medical Secretary
- Speech Pathologist
- Exercise Physiologist
- Optometrist

CREATIVE/ENTERTAINMENT

- TV Producer
- Performer

EDUCATION/SOCIAL SERVICE

- Teacher: Elementary/Special Education/Home Economics
- Teacher: Adult Education
- Athletic Coach
- Community Welfare Worker
- Professional Volunteer
- Counselor

RELIGION

- Minister/Priest/Rabbi
- Religious Educator

ESFJ Communication Style

ESFJs are concrete and specific in their speech. They tend to give lots of information, especially about the steps involved in doing something.

They are more interested in the facts and details, and may fail to recognize important implications of a conversation.

Their thought process is linear and step-by-step rather than with several things being processed simultaneously and in no particular sequence.

Speak with energy and persuasiveness, are genial and friendly, and reply quickly.

ESFJs think on their feet, and prefer communicating in person, rather than through written reports.

They will begin communicating by stating areas of accord and verbally map out the steps needed to accomplish a particular task.

Their presentations are orderly and follow a systematic process that includes schedules with deadlines.

Prefer to present facts first, followed by practical applications and use personal experiences to make points.

Speak of missions and objectives, focusing on results and accomplishments.

Focus on short-term current realities, rather than long-range future possibilities.

Suggestions when communicating with ESFJs:

- ESFJs tend to give a lot of information, especially about the steps involved in doing something.
- Listen carefully and they will cover all the points, even if they are not in the order you expect.
- Recognize and acknowledge their contributions and abilities.
- Talk about facts and discuss a solution's impact on people.
- Talk to them about facts, not theories, and concepts.
- Ask them for short-term practical applications, not future challenges.
- Address schedules and timelines.
- Remember ESFJs like to think aloud, and develop ideas as they speak.
- ESFJs would rather talk face-to-face. If that is not possible, the telephone and short e-mails are preferred to paper.

ESFJ Motivators

ESFJs flourish in cooperative and harmonious environments.

Opt for environments where they can focus on executing immediate details.

They enjoy working with people and the ability to pay close attention to their needs and wants.

Require opportunities to complete projects in a timely, accurate, and orderly fashion.

Do not appreciate settings in which the bottom-line or production quantities are revered over people.

Opt for opportunities to assist directly in a project and stay close to the action and people.

Detest surprises and desire advance warning.

Work best with coworkers who are also competent, loyal, and committed.

Perform best when focusing on people, along with the necessary facts.

Operate best in stable and secure environments.

Acknowledge ESFJs for their follow-through, dedication, loyalty, and adherence to rules and policies. They appreciate recognition for their company tenure and loyalty.

Keep ESFJs in mind when selecting someone to represent the organization at a conference or community event (e.g., United Good Neighbors). This could be a win-win choice for both the ESFJ and the organization.

ESFJ Opportunities for Growth

ESFJs can achieve personal growth by:

Trying to become more comfortable with conflict. Approaching conflict as constructive; knowing that clearing the air actually aids harmony and builds relationships.

Periodically realizing that it is OK for their needs and priorities to be more important than others—being attentive to becoming overloaded and heading towards burnout.

Practicing saying "no" to others—it builds their own resourcefulness and lets them master new skills.

Learning to depersonalize both giving and receiving feedback—trying not to shortchange themselves or others from growing.

Trying not to assume that they know what is best for others—sometimes ESFJs can be perceived as bossy and rigid.

Listening to feedback from others; truly considering their points of view and honoring possible new ways of doing things.

Coming up for air once in awhile and looking around—becoming bogged down in detail too often means they might miss the big picture.

Trying to be impartial and less quick to make a decision.

Practicing being more flexible to change—avoiding becoming negative and the tendency to blame others under stress.

Learning to be more accepting of different approaches to work, even though they may find them irritating.