



trustworthy
SOCIABLE gracious
 imaginative VERBAL
 encourage self-expression
responsible CONGENIAL
ENFJ WARM
 enthusiastic
 concerned
 inspire **PEOPLE-ORIENTED**
 leadership PERSUASIVE
 responsive **diplomatic**
facilitate others
 energetic **EXPRESSIVE**
 organized inspire change
COMPASSIONATE
 LOYAL supportive
idealistic
 CURIOUS help others
 PERSONABLE

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Source: Introduction to Myers-Briggs Type® in Organizations (4rd ed.) by Sandra Krebs Hirsh and Jean M. Kummerow



ENFJ

Compassionate Facilitator

Work Style

- Bring strong ideals about 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 by sharing their personal enthusiasm and offering praise
- Take a participative stance in managing people and projects
- Respond to followers' needs while putting everyone at ease
- Challenge the organization to make actions congruent with values
- Inspire change that is beneficial to people

Potential Pitfalls

- May idealize others and suffer from blind loyalty
- May pretend problems don't exist when in conflict
- May ignore tasks in favor of relationship issues
- May take criticism personally and be overly self-critical

Suggestions for Development

- May need to recognize people's limitations 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
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