

Your Type

Individual Personality Interpretive Report



John Doe, ABC Corporation

ENFJ

Extraverting — iNtuiting — Feeling — Judicious

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Date

Prepared By (optional fields):

Your Name

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The Personality Type, according to the assessment, that best describes your preferred style is ENFJ. The nickname for this Type is "Mentor" or "Mobilizer" and it is shared by approximately 2.5% of the population. Thus, 97.5% of those you meet perceive the world around them differently from the way you do.

The four main preference scales that make up everyone's Personality Type are: Extraverting or Introverting (E/I) -- discovering if a person's energy focus is external or internal. Sensing or iNtuiting (S/N) -- discovering how a person gathers information, how it is dealt with, and understood. Thinking or Feeling (T/F) -- discovering the criteria a person bases their decisions on. Judicious or Perceiving (J/P) -- discovering how a person is oriented to managing life.

There are no right or wrong answers to the assessment, and no right or wrong Personality Types. The preferences showing up from your assessment simply show your dominant inclinations. For example, if you normally write using your right hand, that is your dominant hand. You can certainly use your left hand to write, but it will feel clunky and uncomfortable. The same is true for your personality preferences.

The scores show you the strength of your dominant preferences. The lower the score, the easier it is to use preferences from the other side of the scale. For example, if your dominant preference for Introverting is low, you may feel quite comfortable acting as an Extrovert in many social situations. But you will still go home to recharge by reading good book alone, let's say, which reflects your Introverting preference.

Personality Type is also dynamic. In other words, as we go through life, learn new things, and acquire new skills, many people experience greater flexibility with their preferences. For example, Introverts may build Extraverting skills, and those with Sensing preferences may cross over into iNtuiting behaviors. So, try not to think of yourself as being locked into a box. The 16 Types are a powerful way to understand more about yourself and your preferred ways of operating in the world.

THE NF TEMPERAMENT

Professor David Keirsey, a prominent California psychologist, investigated the relationship between Type and temperament. He observed that four combinations of the sixteen Personality Type preferences correspond to the four historically described basic human temperaments used to determine the core of a person's behavior patterns and characteristics. These combinations have been identified as SJ (Sensing-Judicious), SP (Sensing-Perceptive), NT (Intuitive-Thinker) and NF (Intuitive-Feeler).

Professor Keirsey describes the NF temperament as that of the Catalyst, Mentor and Idealist. According to the Myers-Briggs classification, four Types are described as being of the NF temperament--ENFJ, INFJ, ENFP, INFP.

The NF focuses primarily on humanity, highly valuing relationships, the democratic process, ideals, integrity, and communication. Intent on personal growth, the NF fosters

understanding and self-determination, seeks meaning, is patient with complicated situations, and turns liabilities into assets, often seeing what is not obvious.

With a characteristic emphasis on people, the NF intuitively concentrates on strengths and attempts to actualize a person's dormant potentialities. However, an NF must exercise caution since people can be energy draining if care is not taken, resulting in an overtired and uninspired worker. Creating freedom, autonomy, and a climate that fosters initiative for oneself and others are important elements in an NF's working environment. Frustration occurs if hampered by too many rules and regulations.

An NF is a natural leader, generally accurate in assessments of organizational climates and knowing the right time to move forward. For change to be acceptable and welcomed, it must be a participatory process, taking into account human values, the needs of employees and clients and allowing time for adjustment to occur.

Often possessing superb verbal skills, the NF can be an enthusiastic organizational spokesperson and a spirited, creative group member. A team without an NF can be a dreary place, lacking companionship, and offering a joyless, sterile atmosphere. The NF is remarkable for the ability to appreciate others. Knowing the right words to say at the right times, an NF can make business a pleasure. The insightful NF flourishes when sincerely appreciated and seeks to be acknowledged for personal uniqueness and their special contributions. Validating an NF's feelings is always important since verification about being understood is critical.

Stress factors for the NF temperament would include the impersonal, lack of appreciation and recognition, argument, lack of dependability, negativity and lack of communication.

Sincere, optimistic, generous, appreciative, enthusiastic, committed, sympathetic, and empathic best describe the essence of the NF temperament--the humanists, catalysts, and mentors of our culture.

YOUR PERSONALITY TYPE

Of all the Personality Types, the ENFJ is one of the most warm, sociable, friendly, and outgoing. Promoting harmony and co-operation between yourself and others is one of your primary interests. Close personal interactions along with concrete demonstrations of respect, acknowledgement, and appreciation, fire your engines and keep you going. Such strokes build in you a powerful sense of loyalty, whether to an employer, a school, a hometown, or a favorite cause. You are also a person with strong ideals who may also feel obligated to make the ideal a reality, since you so easily spot the discrepancies between the status quo and the way things might be.

Your devotion to people is what drives you and creates meaning in your world. In addition, genuineness and sincerity are what matter to you. As a result, you give abundantly of yourself and work patiently and persistently to make things perfect for your family, work, home and office. This means you might also be taken advantage of,

because when people ask things of you, you produce. It is only when you lose touch with the overall impact of your work that you become particularly distressed.

You are good at organizing people to get things done and keeping everyone happy at the same time, since you are so attuned to the climate of feeling. However, you are not shy about making suggestions when there are decisions to be made. In the world of work, you find that you are well armed to deal with both variety and action. But since you are very sensitive to others, you tend to avoid reprimanding an employee until it is almost too late. It is also quite painful for you to fire someone, particularly if the employee's family situation is not taken into consideration. Overall, you find yourself lending a compassionate and sympathetic ear, praising accomplishments, avoiding criticism, or being the bearer of bad news.

Disorganized situations strike you as chaotic. You are distinctly uncomfortable when obliged to function without a schedule, plan or clear idea of the objectives to be achieved. Having any part of your life at loose ends is so uncomfortable for you that you are willing to take on the responsibility of planning, programming, assigning tasks, developing projects, and delegating activities.

You are patient and conscientious, making a concerted effort to stick with a job until it is finished. You believe it is important to pay attention to detail. You also tend to be a bit hard on yourself. When there is a discrepancy between your own performance and your ideal behavior, you struggle with guilt feelings other Personality Types cannot fathom.

You often find it hard to take criticism as anything but personal. When faced with an appraisal of your work or ability that frankly hurts, you may try to avoid the issue unless you learn the skills that allow you to view feedback as a tool for personal growth. It is sometimes impossible for you to look at any criticism objectively, which means you are frequently harder on yourself than the situation warrants.

Your Personality Type gravitates towards being the idealist and truth seeker. The main quest in your life easily becomes directed towards achieving personal peace and integration. One of your goals is acceptance for who you really are, without pretence, facade, or a mask.

Intuition guides your perception and marks your inner world of thoughts and ideas. As an Intuitive, you scan the horizon for the possibilities in a situation, always with an eye toward the application of ideas to the world of people. This ability arms you well to be a discoverer and a visionary.

The gift of communication comes naturally to you. Since you are an Extravert, your skills in persuading others are most likely expressed verbally instead of in writing, which is a benefit for you both professionally and personally. Your comfort with words is illustrated by your bright language and colorful imagery.

You are a natural leader and are at your best when your leadership is direct and face-to-face. Whether in formal or informal groups, at work or play, you have the ability to take charge in a charming way. But you also don't mind being a follower when the time calls and are comfortable taking a helpful and co-operative role. Whether a leader or a follower, without a doubt you gravitate towards joint ventures and excel in group ventures.

Relationships are a significant element for your Personality Type. For you, relationships make the world go 'round and you often dedicate time, energy, inner strength, and sensitivity to them. You seek to deeply understand the significance of your work, of relationships and of the self in ways other Personality Types have difficulty grasping.

You know the value of compromise and accommodation, admiration and appreciation. You practice these skills with artistry. When forced to deal with other types not sharing your sensitivity or reflexive diplomacy, it can be uncomfortable. However, you are usually adept in understanding who these people are and what they need. This uncanny ability is more developed in you than in any other Personality Type. But in your efforts to get along with others, your decisions may be swayed by the group, or by personal considerations, which might be better ignored in the interests of impartiality.

Periodically, you have a hard time saying "no." You have an even harder time extricating yourself from the burden others impose on you without feeling guilty or feeling you have abandoned those who need you. When people like you "burn out," it is usually because you have become so empathic to everyone else's life and problems that you suffer.

All other things considered however, you excel in making decisions quickly, taking fast action, and rapidly communicating necessary information. In fact, you tend to work much faster than your Introverted counterparts. However, you must constantly be on guard to avoid acting too quickly, particularly when you do not think things through well enough before responding. Your preference for keeping work and activities moving periodically creates boredom when long-term projects drag on or when work slows. You may need to find ways to keep up your interest and your usual efficient efforts.

You truly enjoy completing tasks, seeing the fruits of your labors and the results they generate. Your outgoing personality also prefers human companionship. Think carefully and take your time deciding before accepting a job or project where you will be working alone and separate from others.

You are often sought after by friends and associates because of your unique ability to filter information to get down to the essential problem, develop plans, mediate conflicts, and wrap up deals without delay. You need harmony to work happily and well. You are so keenly aware of others' feelings that feuding co-workers can paralyze your working ability.

Intuitive workers, such as yourself, are at their finest when the work is challenging and original. When inspired, your creative fires burn bright and you work with a level of

energy and excitement that can astound your Sensory type co-workers. If there is a new task at hand or a new technique or skill to master, it is no problem for you. You will find the time to tackle the most difficult problem and resolve the most confused situation.

Whatever career you choose, do not take your intuitive, creative, organizing, motivating, leading and teaching gifts for granted. Build from your points of personal strength and verbal abilities to create a harmonious and happy working life.

GENERAL NOTES:

Contributions To An Organization

Each of the sixteen personality types has their own styles, strengths, and blind spots. The following items are the more obvious skills and talents you bring to an organization, group, or relationship. These are your strengths. Strengths often can turn into weaknesses if over-used and over-relied upon. But used well, these strengths and talents can contribute to your success in career and relationships.

1. Brings energy, warmth, enthusiasm, fun, and cooperation to tasks.
2. Seeks to be fair and ethical.
3. Shines under appreciation--the greater the appreciation, the greater the dedication to an organization.
4. Strives to find mutually beneficial solutions and resolutions to projects.
5. Truly loves people and his/her treatment in an organization is extremely important.
6. Improves technologies and strives for efficiency.
7. Is a catalyst for drawing out the best in people and organizations.
8. Continually fosters harmony and cooperation among people.
9. Brings order, a positive attitude, and sociability to an organization.
10. Is unafraid of risks, particularly if people will benefit.
11. Brings the ideal into reality.
12. Enjoys fun, variety, and challenges.
13. Easily leads others.
14. Is very "planful" toward reaching goals.
15. Is able to see trends and potential pitfalls into the future.
16. Thoroughly enjoys facilitating, guiding and influencing groups.
17. Easily sees the possibilities and relationships between unrelated topics.
18. Inspires change, usually for humanitarian purposes.
19. Appreciates working for a cause or leader, and is fiercely loyal to either one.

GENERAL NOTES:

NOTES ON WORKING WITH ANOTHER TYPE:

Leadership Style

Each personality type has its own leadership style, strengths, and blind spots. The following highlights your approach to leadership, provides clues as to how you will act in a leader role, and pinpoints some of your leadership qualities.

1. Is a facilitator, not an autocrat.
2. Inspires and persuades others through his/her personal convictions and passion.
3. Demands consistency between organizational goals, actions, and values.
4. Believes work is accomplished through building relationships.
5. Values and strives for cooperation, harmony and self-determination.
6. Enjoys hands-on participation in administering people and projects.
7. Tries to gauge work to avoid crisis.
8. Focuses first on the impact of a crisis on people.
9. Inspires innovation and transformation in those he/she leads.
10. Warmly encourages others to express themselves.
11. Prides him/herself on knowing a person's personal side; sees it as a part of business.
12. Is concerned with meeting everyone's needs rather than fulfilling his/her own personal agenda.
13. Must be able to respect superiors and strives to be respected by others.
14. Easily responds to the needs of the individual and group.

GENERAL NOTES:

NOTES ON WORKING WITH ANOTHER TYPE:

Communication Style

Effective communication is composed of two elements: how well you listen, and how you express yourself. Good communication skills are at the heart of success. Being aware of how we communicate, how others communicate and how we prefer others to communicate with us, is a significant step in achieving this objective. Your personality style has its own communication strategies that are more effective for you than other's communication styles.

1. Speaks with energy and excitement.
2. Replies quickly and thinks on his/her feet.
3. Prefers talking in person, rather than communicating through written reports.
4. Uses language that is full of metaphors, analogies, and symbols.
5. Contributes a wealth of knowledge.
6. Likes insights and unusual approaches.
7. Begins communicating by stating areas of accord.
8. Offers presentations that are orderly and follow a step-by-step process.
9. Likes to address schedules and deadlines so he/she knows when to expect concrete results.
10. Is persuaded by material presented with emotion or that is personal in nature.
11. Communicates personal experiences to make points.
12. Sees the big picture and presents that first.
13. Speaks of missions and objectives, so there is consistency between goals, actions, and values.
14. Likes to discuss future challenges to be prepared for mistakes, problems, and disasters.

GENERAL NOTES:

NOTES ON WORKING WITH ANOTHER TYPE:

Approaches To Problem Solving And Decision Making

Different people solve problems in different ways. Based on your personality type, you will probably use the following methods and skills in problem solving:

1. Immediately looks for the potential in a situation.
2. Collects input and feedback from others.
3. Concentrates on the group's interests and ways that will uphold the organization's values.
4. Looks to find situations similar to the current problem.
5. Considers how people will react to the various outcomes.
6. Seeks to understand the values involved for each alternative solution.
7. Grasps the current and future implications shown in the facts.
8. Wants to know if the results will contribute to harmony.
9. Is less attached to following institutional policies and procedures when problem-solving.
10. First considers people, then looks at the larger picture, eventually examines the facts and finally applies logic.

GENERAL NOTES:

NOTES ON WORKING WITH ANOTHER TYPE:

Stress Profile

Stress plays a significant factor in our abilities to be effective at work and have healthy sustainable relationships. The greater the stress, the harder it becomes to maintain quality work and quality relationships. Each personality type has strengths and blind spots. Under stress, blind spots emerge and people rely on their least favorite functions to operate. Below are a few clues as to how stress affects your particular personality type (Note: you and one other type have matching patterns in manifesting and managing stress, so you may find someone with an almost identical profile). For further understanding of how your type is affected by stress, read Naomi Quenk's *Was That Really Me?* (Davies-Black Publishing; 2002).

Triggers

1. Feeling misunderstood, distrusted, undervalued, or not taken seriously and not having the opportunity to discuss an issue to get it resolved.
2. Feeling pressed to conform to a popular view they find distasteful.
3. Having too many demands upon them.
4. Any circumstance ruled by conflict rather than harmony.

Characteristics

1. Optimism and enthusiasm turns into seclusion, inertia, and dejection.
2. Can seem depressed, feeling vulnerable and unworthy.
3. Tends to actually feel numb inside, seeing only a bleak future.
4. Being cranky, mistrustful, and angry is common.
5. Grows even more organized and planful, turning into a perfectionist.
6. Tends to turn intensely self-critical.
7. Can also excessively find fault with others, casting blame in wide circles.
8. Becomes obsessed in searching for the 'real' truth.
9. Uses complicated and convoluted analysis in pursuing the truth.
10. Often employs irrelevant data in arguments instead of pertinent information.
11. Will try to 'think' themselves out of a problem, but gets stuck in faulty logic.

Returning Equilibrium

1. Having a change of scenery, being outside in nature, or exercising.
2. Seeking a support group where they can talk about their frustrations.
3. Being in solitude.
4. Getting involved in an ambitious new undertaking.
5. Being allowed to vent and sound off to non-judgmental friends.
6. Having their concerns being taken seriously.
7. Doing journal writing.

Lessons

1. Improved evaluation and discernment of their logical and analytic limits.
2. The ability to face distress with greater neutrality.
3. A greater acceptance that life sometimes intrudes on their desire for peace and harmony.

GENERAL NOTES:

Motivators & De-Motivators

People are usually most effective when their environment matches their preferences and work style. When a good match is not present, it will be more difficult to achieve results. Below are some of your work preferences and key characteristics that you look for in work, or that you try to avoid. These key characteristics also indicate how you would typically like to be managed or related to. If you find these comments of value, it might be very worthwhile to share and discuss this section with your manager.

1. Prefers working in a people-oriented environment that is supportive, organized and where a spirit of harmony prevails.
2. Is bored by purely task-oriented jobs.
3. Is frustrated when he/she feels left out of the lines of communication.
4. Likes work organized, orderly, and settled.
5. Experiences frustration when only cold, impersonal logic is applied to a situation.
6. Expects and counts on people to carry out their part of the plan.
7. Tries to avoid surprises and desires advance warning.
8. Is energized, inspired and motivated when his/her ideas are met with consideration or acceptance.
9. Prefers projects that use creativity and involve communicating with others.
10. Likes variety and challenges where talents, skills, and opportunities can grow.

GENERAL NOTES:

NOTES ON WORKING WITH ANOTHER TYPE:

On A Team

Some people work well on teams, others work best on their own. Understanding the personality types of team members provides information about how individuals are likely to carry out their work and interact with each other. Given your personality preferences, the following are the strengths and possible blind spots you will most likely bring to a team:

1. Is a natural leader and facilitator.
2. Brings structure and organization to the group along with humor and sensitivity.
3. Develops plans with the project's value or ideal in mind, then supplies the needed energy to complete it.
4. Allows team members to make mistakes and learn from their errors.
5. Carefully listens to individuals and considers all team member's opinions.
6. Decides which people are best suited to carry out the project and who will grow the most from the experience.
7. Makes sure everyone understands their importance and the contributions they bring to the team.
8. Can frustrate others with his/her unfailing loyalty to unworthy causes.
9. Periodically irritates fellow team members by coming across as too "bossy."
10. Irritates team members with a focus on interpersonal concerns.
11. Is annoyed most by team members who do not seem to care about the project.
12. Becomes frustrated by team members who show intolerance of others and do not consider their impact on people.
13. Is irritated by members who disregard time, schedules, and the social niceties of conducting business.

GENERAL NOTES:

NOTES ON WORKING WITH ANOTHER TYPE:

Learning Style

For many years it has been known that different personality types have different ways of learning. Knowing how a person learns is a big advantage for structuring on-the-job training or classroom instruction. Once again, you may find this section valuable to share with your manager. Your learning style is as follows:

1. Learns best when he/she understands how the material is connected to helping people and their lives--a Periodic Chart without "meaning" is a Periodic Chart that leaves an ENFJ cold.
2. Performs best in a structured learning environment and likes completing tasks.
3. Feels interaction with others and talk about the lesson are very important.
4. Loves theories and abstractions.
5. Enjoys independent learning tasks and the flexibility to make his/her own contribution to the material.
6. Resists instructors/facilitators who are not warm and personable; desires to please instructors, becoming a model student.
7. Enjoys learning when it includes recognition for his/her achievements.

GENERAL NOTES:

NOTES ON WORKING WITH ANOTHER TYPE:

Opportunities For Growth:

As we have said before, each person has his or her strengths and blind spots. Sometimes strengths are over-used and become blind spots. We tend to simply ignore other modes of being as we rely on our favorite preferences. When our strengths are over used, they can become our only tools, possibly becoming irritants to others. Those overused strengths may then block out other possibilities and choices that we may have when responding to situations. As we grow and mature, it is important to pull back from our favorite ways of doing things and build skills in the areas of our least favorite preferences. We thereby become a more balanced and versatile individual. The following suggestions address some of your more obvious blind spots and are areas to pay attention to if they have been ignored up to this point:

1. Let go of some control; sometimes you are seen as too "bossy."
2. Consider loyalties carefully--avoid becoming blindly loyal to a group, project, or cause that is unworthy of your dedication and passion.
3. Realize that others might not follow through with their commitments--not everyone shares your devotion.
4. Avoid becoming over-extended--you can easily become a doormat.
5. Set priorities and stick with them--do not become sidetracked with other people's needs.
6. Try to make decisions that not only include your personal feelings, but objective and logical material.
7. Learn to grow more comfortable in handling and managing conflict.
8. Pay attention to the finer details--do not become lost in the "big picture."
9. Remember to consider disagreeable facts, even if it means having to deal with confrontation or the possibility of changing your position.
10. Give yourself some time to make decisions--haste makes waste.
11. Do not take criticism so personally--turn it into useful feedback for personal growth.
12. Worry less about pleasing others.
13. Learn to present cases to other Types with focused and objective details and information.

GENERAL NOTES: