

Profile of the ENFJ (Teacher / Giver)

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This document contains detailed information about the *ENFJ* Jung personality profile. The content references concepts already mentioned in the document called *Understanding your Personality Assessment Results*, which can be found on the [Digital Citizen](#) website. If you are reading this and do not understand some of the content, please refer to the referenced document.

This personality profile comes with the following analysis:

- Portraits (summaries)
- Traits, strengths and weaknesses
- Possible career paths
- Relationships (strengths, weaknesses, lovers, Parents, friends)
- Personal growth (success, happiness, problems, solutions, rules to live by)

The analyses here combine work done by Carl Jung, Katharine Cook Briggs and her daughter, Isabel Briggs Myers, and David Keirsey. Myers & Briggs built their work on Jung's, and Keirsey expanded and revised some of their work. At times, the outcomes conflict in small ways, and they are noted. However, all their works are presented for you to embrace whichever appeals to you.

A read of the Keirsey Temperament documents, found on the [Digital Citizen](#) website, is highly recommended if you want to know more about a profile's tendencies beyond what is here. The document you want is the one with Preference letters found in the profile you want.

Words of Caution in Interpreting This Material

The biggest mistake I often see with the presentation of personality assessment results is that they are spoken of in absolute terms, when they should be discussed as majority tendencies.

You got a percentage score with each of your Jung type preferences (letter) if you took the test I supplied. That score is an indication of how strong you have those tendencies. A 75% score on Thinking, for example, means you rely on Thinking about 75% of the time to make decisions rather than Feelings. But it also means you use or value Feelings 25% of the time, rather than that you are a Thinking decision-maker all of the time. You have to keep these percentages in mind when interpreting this content as it may apply to you or someone else.

Do **NOT** compare your percentage scores with someone else's as if they were absolute. That is, if you had a 75% Thinking score, that does not mean you are more logical than someone with a 65% Thinking score. The best way I can think to illustrate this is with an analogy. Your percentage is like how you break up *your* "pie", where the whole is both Preferences (Thinking and Feeling here). Someone could have a 55% Thinking score & be more logical in their decision-making than you. That's because *their* "pie" might be bigger than yours. They may put more of, both, Thinking and Feeling, into their decision-making, or may be capable of more complex logical decision-making than you. They just don't rely on Thinking 75% of the time like you. That's all those percentages mean, so keep your % scores only for your own comparison.

While it may more convenient, less convoluted and more convincing to discuss your results in absolute terms, it is not true. People are complex and there's no way of "dumbing them down" to understand them. All that does is either create misunderstandings or skepticism in the results.

Use the Results as a Starting Point, Not an End Point

Jung's personality type results are generalized, so they can be used as prejudice if you use them as an end point to judge others. This is true if you use the results to judge individuals and condemn them to certain behaviours *all* of the time, when you know it is only true more times than not. It is also unfair to expect all people of a certain personality type to all behave the same way given a certain situation, as each has freedom to behave any way in any certain situations.

Humans are not preprogrammed machines. We do not behave with absolute consistency. We just have tendencies. We are creatures of habit, not logic. As a result, use the Jung personality type results as a starting point to understand each other, not an end point to condemn each other.

Portrait I – The Teacher

In the Keirsey Temperament version of the Jung personality type system, the *ENFJ* profile is known as the *Teacher*, though this is not meant to be career advice. Here is Keirsey's description.

Even more than the other Idealists, Teachers have a natural talent for leading students or trainees toward learning, or as Idealists like to think of it, they are capable of calling forth each learner's potentials. Teachers (around two percent of the population) are able - effortlessly, it seems, and almost endlessly-to dream up fascinating learning activities for their students to engage in. In some Teachers, this ability to fire the imagination can amount to a kind of genius which other types find hard to emulate. But perhaps their greatest strength lies in their belief in their students. Teachers look for the best in their students, and communicate clearly that each one has untold potential, and this confidence can inspire their students to grow and develop more than they ever thought possible.

In whatever field they choose, Teachers consider people their highest priority & they instinctively communicate personal concern and a willingness to become involved. Warmly outgoing, and perhaps the most expressive of all the types, Teachers are remarkably good with language, especially when communicating in speech, face to face. And they do not hesitate to speak out and let their feelings be known. Bubbling with enthusiasm, Teachers will voice their passions with dramatic flourish, and can, with practice, become charismatic public speakers. This verbal ability gives Teachers a good deal of influence in groups, and they are often asked to take a leadership role.

Teachers like things settled and organized, and will schedule their work hours and social engagements well ahead of time – and they are absolutely trustworthy in honoring these commitments. Valuing as they do interpersonal cooperation and harmonious relations, Teachers are extraordinarily tolerant of others, are easy to get along with, and are usually popular wherever they are.

Teachers are highly sensitive to others, which is to say their iNtuition tends to be well developed. Certainly their insight into themselves and others is unparalleled. Without a doubt, they know what is going on inside themselves, and they can read other people with uncanny accuracy. Teachers also identify with others quite easily, and will actually find themselves picking up

the characteristics, emotions, and beliefs of those around them. Because they slip almost unconsciously into other people's skin in this way, Teachers feel closely connected with those around them, and thus show a sincere interest in the joys and problems of their employees, colleagues, students, clients, and loved ones.

Portrait II – The Giver

The *ENFJ* profile is also often called the *Giver*. This is how the ENFJ profile is also sometimes summarized.

As an ENFJ, you're primary mode of living is focused externally, where you deal with things according to how you feel about them, or how they fit into your personal value system. Your secondary mode is internal, where you take things in primarily via your iNtuition.

ENFJs are people-focused individuals. They live in the world of people possibilities. More so than any other type, they have excellent people skills. They understand and care about people, and have a special talent for bringing out the best in others. ENFJ's main interest in life is giving love, support, and a good time to other people. They are focused on understanding, supporting & encouraging others. They make things happen for people, and get their best personal satisfaction from this.

Because the ENFJ's people skills are so extraordinary, they have the ability to make people do exactly what they want them to do. They get under people's skins and get the reactions that they are seeking. ENFJ's motives are usually unselfish, but ENFJs who have developed less than ideally have been known to use their power over people to manipulate them.

ENFJs are so externally focused that it's especially important for them to spend time alone. This can be difficult for some ENFJs, because they have the tendency to be hard on themselves and turn to dark thoughts when alone. Consequently, ENFJs might avoid being alone, and fill their lives with activities involving other people. ENFJs tend to define their life's direction & priorities according to other people's needs, and may not be aware of their own needs. It's natural to their personality that they will tend to place other people's needs above their own, but they need to stay aware of their own needs so that they don't sacrifice themselves in their drive to help others.

ENFJs tend to be more reserved about exposing themselves than other extraverted types. Although they may have strongly-felt beliefs, they're likely to refrain from expressing them if doing so would interfere with bringing out the best in others. Because their strongest interest lies in being a catalyst of change in other people, they're likely to interact with others on their own level, in a chameleon-like manner, rather than as individuals.

Which is not to say that the ENFJ does not have opinions. ENFJs have definite values & opinions which they're able to express clearly and succinctly. These beliefs will be expressed as long as they're not too personal. ENFJ is in many ways expressive and open, but is more focused on being responsive and supportive of others. When faced with a conflict between a strongly-held value and serving another person's need, they are highly likely to value the other person's needs.

The ENFJ may feel quite lonely even when surrounded by people. This feeling of aloneness may be exacerbated by the tendency to not reveal their true selves.

People love ENFJs. They are fun to be with, and truly understand and love people. They are typically very straight-forward and honest. Usually ENFJs exude a lot of self-confidence & have a great amount of ability to do many different things. They are generally bright, full of potential, energetic and fast-paced. They are usually good at anything which captures their interest.

ENFJs like for things to be well-organized, and will work hard at maintaining structure and resolving ambiguity. They have a tendency to be fussy, especially with their home environments.

In the work place, ENFJs do well in positions where they deal with people. They are naturals for the social committee. Their uncanny ability to understand people and say just what needs to be said to make them happy makes them naturals for counseling. They enjoy being the center of attention, and do very well in situations where they can inspire and lead others, such as teaching.

ENFJs do not like dealing with impersonal reasoning. They don't understand or appreciate its merit, and will be unhappy in situations where they're forced to deal with logic and facts without any connection to a human element. Living in the world of people possibilities, they enjoy their plans more than their achievements. They get excited about possibilities for the future, but may become easily bored and restless with the present.

ENFJs have a special gift with people, and are basically happy people when they can use that gift to help others. They get their best satisfaction from serving others. Their genuine interest in Humankind and their exceptional iNtuitive awareness of people makes them able to draw out even the most reserved individuals.

ENFJs have a strong need for close, intimate relationships, and will put forth a lot of effort in creating and maintaining these relationships. They're very loyal and trustworthy once involved in a relationship.

An ENFJ who has not developed their Feeling side may have difficulty making good decisions, and may rely heavily on other people in decision-making processes. If they have not developed their iNtuition, they may not be able to see possibilities, and will judge things too quickly based on established value systems or social rules, without really understanding the current situation. An ENFJ who has not found their place in the world is likely to be extremely sensitive to criticism, and to have the tendency to worry excessively and feel guilty. They are also likely to be very manipulative and controlling with others.

In general, ENFJs are charming, warm, gracious, creative and diverse individuals with richly developed insights into what makes other people tick. This special ability to see growth potential in others combined with a genuine drive to help people makes the ENFJ a truly valued person. As giving and caring as the ENFJ is, they need to remember to value their own needs as well as the needs of others.

Jungian Preference Ordering

- **Dominant:** Extraverted Feeling
- **Auxiliary:** Introverted iNtuition
- **Tertiary:** Extraverted Sensing
- **Inferior:** Introverted Thinking

Famous Teachers

- Pope John Paul II
- Oprah Winfrey
- Mikhail Gorbachev
- Jane Fonda
- John Wooden
- Jane Addams
- Ralph Nader
- Margaret Mead
- Leon Trotsky

ENFJ Traits, Strengths and Weaknesses

Whether you're a young adult trying to find your place in the world, or a not-so-young adult trying to find out if you're moving along the right path, it's important to understand yourself and the personality traits which will impact your likeliness to succeed or fail at various careers. It's equally important to understand what is really important to you. When armed with an understanding of your strengths and weaknesses, and an awareness of what you truly value, you are in an excellent position to pick a career which you will find rewarding.

ENFJs generally have the following traits:

- Genuinely and warmly interested in people
- Value people's feelings
- Value structure and organization
- Value harmony, and good at creating it
- Exceptionally good people skills
- Dislike impersonal logic and analysis
- Strong organizational capabilities
- Loyal and honest
- Creative and imaginative
- Enjoy variety and new challenges
- Get personal satisfaction from helping others
- Extremely sensitive to criticism and discord
- Need approval from others to feel good about themselves

The flexibility of these characteristics leave the ENFJ a lot of leeway in choosing a profession. As long as they're in a supportive environment in which they can work with people & are presented with sufficient diverse challenges to stimulate their creativity, they should do very well.

Career Suggestions for the ENFJ

Research has shown that many of the different Personality Types tend to have distinct preferences in their choice of careers. We have incorporated observations of each type's character traits which affect career choice along with some suggestions for possible directions. We have also included lists of actual careers which the various types have chosen in their lives.

This material is provided for your reference, and is intended to be an informational guide. It does not comprise a complete analysis of ideal careers for individuals & does not guarantee success or failure at any occupation. As we know, individuals vary greatly. However, we highly encourage personal self-knowledge & research in your quest to live up to your fullest, and for this reason we provide you with this information. For a complete & personal evaluation of career possibilities, you should speak with a career guidance counselor.

- Facilitator
- Consultant
- Psychologist
- Social Worker / Counselor
- Teacher
- Clergy
- Sales Representative
- Human Resources
- Manager
- Events Coordinator
- Sales Representative
- Politicians / Diplomats
- Writers

Personality and Relationships

"And above all, have fervent love for one another: for love shall cover the multitude of sins."

– Peter 4:8

Most of us are probably allured by the attractive notion that effortless relationships exist. Whether it be happily-ever-after marriages, or friendships which last forever, or parent/child bonds which supersede the need to understand each other, we'd all like to believe that our most intimate relationships are unconditional, and strong enough to withstand whatever may come. However, at some point in our lives most of us need to face the fact that relationships require effort to keep them strong and positive, and that even wonderful, strong relationships can be destroyed by neglect.

Whether you're looking to improve a love relationship, familial relationships, friendships, or employer/employee relationships, understanding your own personality type and the personality type of the other person involved in the relationship will bring a new dynamic to the situation, which will allow better understanding and communication. Although the different types

of relationships have very different characteristics and specific needs, there are two basic areas which seem to be critical in all relationships: *Expectations and Communication*. What do we expect from ourselves and the other person involved in the relationship? How do we communicate these expectations, and our feelings and opinions to the person in the relationship? How does our personality type affect our expectations and methods of communication? Does our personality type affect who we are romantically attracted to? How does it affect who our friends are, and who we work with best? These are the questions which we address following.

****Disclaimer****

Please note that we are not prescribing an absolute solution to your relationship problems, nor are we stating that there's any guarantee of improved odds with particular type pairings. Statistics show that individuals who are most happy within their marriages are those who have the highest levels of inner peace and those who have the most optimistic outlook on life in general. We do not address people's emotional standing here when discussing relationship issues, which is another important aspect of relationship dynamics.

Opposites Attract

That old concept and expression "opposites attract" has been batted around for centuries. And in fact, it's very true when it comes to love relationships. Through our research, we have noted that people are usually attracted to their opposite on the Extraversion/Introversion and Judging/Perceiving scales. We are naturally attracted to individuals who are different from ourselves – and therefore somewhat exciting. But it's not just the exciting differences which attract us to our opposites, it is also a natural quest for completion. We naturally are drawn towards individuals who have strengths which we are missing. When two opposites function as a couple, they become a more well-rounded, functioning unit. There is also the theory that our natural attraction to our opposites is a subconscious way of forcing us to deal with the weaker aspects of our own nature. While we are highly attracted to our opposites, two opposites involved in an intimate relationship have significant issues and communication barriers to overcome. So in a sense, our attraction to the opposite personality can be seen as our subconscious minds driving us towards becoming a more complete individual, by causing us to face the areas in life which are most difficult to us.

The same cannot be said for other kinds of relationships. When it comes to work colleagues, or friends, we are not especially interested in dealing with people who are very unlike ourselves. We are most comfortable with those who have similar interests and perspectives, and we do not show a lot of motivation or patience for dealing with our opposites.

Birds of a Feather Flock Together

Although we are attracted to people who are very different from us in the way we deal with the world, we are most attracted to others who have a similar focus in their lives. Couples who have the same dominant function in their personalities seems to have the longest and happiest relationships. So, for example, an individual whose dominant function is Introverted Sensing (ISTJ or ISFJ) seems to be naturally drawn towards partners with a dominant function of Extraverted Sensing (ESTP or ESFP).

We have also noticed that Sensors seem to communicate best with other Sensors, and that iNtuitives seem to communicate best with other iNtuitives. There seems to be a more equal partnership formed with people who communicate on the same level, although there are many successful relationships between Sensors and iNtuitives. Two individuals of any type who are well-developed and balanced can communicate effectively and make a relationship work, but many people will communicate best with people who share their same information gathering preference.

With that in mind, it shouldn't come as any surprise to learn that research regarding Personality Type and Relationships shows a definite pattern which indicates that successful mates often share the same dominant function, and the same letter preference ("S" or "N") for their information gathering function. Of course, that does not mean that people with different preferences cannot have a happy, successful marriage, it simply indicates that people frequently settle down with individuals who are on their same "wave-length".

ENFJs in Relationships

ENFJs put a lot of effort and enthusiasm into their relationships. To some extent, the ENFJ defines themselves by the closeness and authenticity of their personal relationships, and are therefore highly invested in the business of relationships. They have very good people skills, and are affectionate and considerate. They are warmly affirming and nurturing. They excel at bringing out the best in others, and warmly supporting them. They want responding affirmation from their relationships, although they have a problem asking for it. When a situation calls for it, the ENFJ will become very sharp and critical. After having made their point, they will return to their natural, warm selves. They may have a tendency to "smother" their loved ones, but are generally highly valued for their genuine warmth and caring natures.

Relationship Strengths

- Good verbal communication skills
- Very perceptive about people's thoughts and motives
- Motivational, inspirational; bring out the best in others
- Warmly affectionate and affirming
- Fun to be with – lively sense of humor, dramatic, energetic, optimistic
- Good money skills
- Able to "move on" after a love relationship has failed (although they blame themselves)
- Loyal and committed – they want lifelong relationships
- Strive for "win-win" situations
- Driven to meet other's needs

Relationship Weaknesses

- Tendency to be smothering and over-protective
- Tendency to be controlling and/or manipulative
- Don't pay enough attention to their own needs

- Tend to be critical of opinions and attitudes which don't match their own
- Sometimes unaware of social appropriateness or protocol
- Extremely sensitive to conflict, with a tendency to sweep things under the rug as an avoidance tactic
- Tendency to blame themselves when things go wrong, and not give themselves credit when things go right
- Their sharply defined value systems make them unbending in some areas
- They may be so attuned to what is socially accepted or expected that they're unable to assess whether something is "right" or "wrong" outside of what their social circle expects

ENFJ Natural Partners (in love and in life)

Before you read this section, I would like to put in a word of caution *not* to take this section too seriously. Take it for what it's worth, a statistical likelihood.

All that means is that given some large sampling of pairs of various personality types, the natural partners are the ones which get along best most frequently. However, for any given pair, too many factors in life influence how a relationship develops for naturally matching personalities to be the determining factor. It's a possible edge, enough to use as the core for love partner matching on love matching sites like *chemistry.com* or *e-harmony*, but not enough to be used along as those sites also take into account other life factors like personal interests, jobs and such.

Natural partners listed here are for life, in general, although some of the text is written for love partners rather than just two people's ability to get along together well.

Although two well-developed individuals of any type can enjoy a healthy relationship, the *ENFJ's natural partner* is the *INFP*, or the *ISFP*. See their profiles on the [Digital Citizen](#) website. The ENFJ's dominant function of Extraverted Feeling is best matched with a partner whose dominant function is Introverted Feeling. An ENFJ and INFP are ideally matched, because they share the iNtuitive way of looking at the world, but the ENFJ & ISFP are also a very good match.

You may be interested in understanding how we came to the conclusion that certain types are ideal for each other. Our type pairing is a result of combining observation, research, and understanding of Jungian psychological type. Observation and research of married couples shows that there is a definite trend in types that are attracted to each other, and in type combinations that have the longest lasting relationships. Our understanding of psychological type helps to see that these types typically have the same dominant function, but with a different attitude.

In Jungian terms, "functions" refer to the four core traits: iNtuition (N), Sensing (S), Feeling (F), and Thinking (T). The term "attitude" refers to the direction of the function, *i.e.* Introverted (I) or Extraverted (E).

So, for example, a person with a personality type of ISFP has a dominant function of Introverted Feeling. More specifically, Feeling in the dominant function, and its attitude (or direction) is Introverted. A person with this personality type is likely to be most attracted to, and fit best with, a person that has Extraverted Feeling dominating their personality. Extraverted Feeling

dominates the personality types ESFJ and ENFJ. We therefore determine that the ISFP's natural partner is the ESFJ or the ENFJ.

Our natural attraction to people who share our dominant function, but who use it in a different direction works very well for us. We not only flip-flop the Introverted or Extraverted trait, but we also flip-flop the Judging or Perceiving trait. In this way, the partner that we choose for ourselves will have a very different approach to dealing with the world. If we are laid-back and indecisive, our partner will be structured and decisive. If we are reserved, our partner will be outgoing. For all of our apparent differences, we will share a common vision of what's truly important in life.

For people whose personality types are dominated by Decision Making functions, (*i.e.* Thinking or Feeling), their ideal partners will include both Sensing and iNtuitive types. Many people have problems communicating effectively with people who do not share their same preference for Information Gathering. So, if you have a very strong preference for Sensing or iNtuition, you will need to give the personality type with the same preference a higher value as a likely natural partner. For example, an ISFP who strongly prefers Sensing will work best with an ESFJ, rather than an ENFJ.

Although we believe firmly that this model works very well to help in finding and maintaining healthy relationships, it is important to remember that it's just a tool. We offer guidelines to help you understand the kinds of things that you value in a relationship, rather than guidelines that you need to follow strictly. Two well-developed individuals of any type can make a relationship work, and work is a key concept here! There is no such thing as an effortless relationship. Don't use this model as an excuse to dump your relationship.

ENFJs as Lovers

"To love means to open ourselves to the negative as well as the positive – to grief, sorrow, and disappointment as well as to joy, fulfillment, and an intensity of consciousness we did not know was possible before."

– Rollo May

ENFJs make warm, committed lovers who are willing to go to great lengths for the sake of "The Relationship". They're totally dedicated to the relationship & to their partner, and have a special skill for warmth & affirmation which brings out the best in their mates. They take their commitments seriously, and are likely to put forth a lot of effort into making a relationship work once they have committed themselves to it. In the event that a relationship fails, the ENFJ will feel a lot of guilt, and take on blame for the failure, but they will move on with their lives with relative ease, without looking backwards.

Since relationships are central to the ENFJ's life, they will be very "hands on" and involved with their intimate relationships. They may be in the habit of constantly asking their partner how they're doing, what they're feeling, etc. This behavior may be a bit smothering, but it also supports a strong awareness of the health (or illness) of the relationship.

Although the ENFJ will probably not ask for it, they need to be given sweet words and loving affirmation. Since they are so externally focused on serving people, they do not always pay attention to their own needs. Since much of their personal satisfaction comes from bringing happiness to others, they're able to ignore their own needs and still be happy much more easily than other types. However, if they focus entirely on giving without doing some taking, they may find themselves in an unhealthy, unbalanced relationship. They need to work on being aware of their needs, and being OK with verbalizing those needs to their partners.

A problem area for ENFJs in relationships is their very serious dislike of conflict. ENFJs will prefer to brush issues under the rug rather than confront them head-on, if there is likely to be a conflict. They are also likely to "give in" easily in conflict situations, just to end the conflict. They might agree to something which goes against their values just to end the uncomfortable situation. In such cases, the problem is extended and will return at a later time. The ENFJ needs to realize that the world will not end if there is a disagreement, and that dealing with things immediately initiates closure. Ignoring issues will not make them go away.

In general, the ENFJ is intensely and enthusiastically involved in their personal relationships. They bring fun and warmth into the equation, and are willing to work hard to make things work.

Sexual Tendencies

Sexually, the ENFJ looks forward to intimacy as an opportunity to express love and caring. The ENFJ is generally very interested in the happiness and satisfaction of their partner. Because they achieve much of their personal satisfaction from making others happy, they're likely to be skilled lovers. Like other Judgers, the ENFJ is likely to follow a schedule for intimacy, and may be prone to becoming routinized. For the ENFJ, the most important aspect of a sexual encounter is the affirmation of love and affection.

ENFJs as Parents

*"You are the bows from which your children as living arrows are sent forth...
Let your bending in the archer's hand be for gladness;
For even as He loves the arrow that flies,
so He loves also the bow that is stable."*

– Kahlil Gibran

ENFJs take their parenting role very seriously. They consider the task of passing on values and goals to their children as paramount, and will strive to consistently be a good role model to their children. The ENFJ considers it their responsibility to make sure that their children turn out well. This characteristic, combined with the ENFJ's definite values and ideas about the way things should be, usually results in the ENFJ parent being rather strict, and having high expectations for the behavior of their children. On the other hand, the ENFJ is also warm and affectionate with their children, and very supportive and affirming. The ENFJ can also be counted on to take care of day-to-day necessities for their children.

It is not usually easy to be the child of an ENFJ. The ENFJ's life focus is centered in the sphere of relationships. They take their relationship roles very seriously. They are very "hands-on" in relationships, always monitoring it's progress. This behavior may be smothering to some individuals. ENFJs have very definite value systems, and well-defined ideas about what is right and what is wrong. Since they believe that part of their parental role involves passing their values and ideas to their children, and since they are so concerned and involved with their children, the ENFJ has a tendency to be a strict, controlling parent, who is very aware of their children's actions. The ENFJ needs to remember to allow their children the room for growth which is necessary if they are to evolve into healthy, well-adjusted adults. With a bit of effort, it will be possible for the ENFJ to balance their need to pass their values and ideals down to their children with their children's need to develop as individuals.

The ENFJ will put forth a good amount of effort to make their children's home environment warm, comforting and cheerful. They will be ready with a kiss and a band-aid for any hurt. Their normal attitude towards their children will be loyal, proud, warm, and affirming.

As is the case with most types, ENFJ parents may have problems with their children as they reach puberty. Their children will need more space at that age & will begin to resent the over-protective tendencies of the ENFJ. This problem will be magnified in situations where the ENFJ is very manipulative. Since ENFJs are gifted with exceptional people skills and personal presence, some ENFJ individuals who are not supported by life's circumstances get into the habit of using these skills for personal gain to get what they want or need out of situations. As they grow older, their children will inevitably see the manipulative tendencies for what they are, and will begin to question their parents' value systems, and strongly resent being forced to comply with a set of values which may be somewhat hypocritical. The manipulative ENFJ, who still has strongly-held values which they are driven to pass to their children, may then find themselves "a day late & a dollar short". As an ENFJ, your best bet is to be aware of your type's manipulative tendencies and to make every effort that you are not using them in a negative way.

Usually, the ENFJ has nothing but the best intentions with regards to their children. They are remembered by their children as very warm and supportive (although strict), and are valued for passing on their goals and ideals.

ENFJs as Friends

ENFJs are warm, sociable people keenly in tune with other people's feelings and perspectives. They enjoy supporting and bringing out the best in others. They are energetic and fun to be with. They seek authenticity in their close relationships & are very sensitive to the needs of others. All of these characteristics make ENFJs valued by their peers as a warm, supportive & giving friends.

ENFJs are interested in all sorts of people, and are likely to be able to understand and relate to all of the personality types. They will excel at getting along with all sorts of people when the situation demands that they do so. However, they will not choose to spend their personal time around all of the types. They may resist spending a lot of time with Sensing Perceiving types, whose carefree "live for the moment" attitude may conflict with the ENFJ's strongly held value

system. When seeking companionship that is not romantic, ENFJs will be drawn to other Feelers who have similar values and ideas. Since they live in a people-oriented world, they are not comfortable with objective judgments which do not consider people issues. Consequently, ENFJs are not likely to have close friendships with strong Thinking types. They will be likely to especially enjoy the company of other iNtuitive Feelers, as well as Sensing Judgers.

Personal Growth

Perhaps the most important realization that an individual can make in their quest for personal growth is that there is no single formula that defines the path to personal success. We all have different goals and priorities, which means that different activities and attitudes will make us feel good about ourselves. We also have different natural strengths and weaknesses that are a part of our inherent personality type. How then, as individuals, can we feel successful in our lives?

Understand What's Important to You

Each personality type has a different idea of what it means to be successful. Self-knowledge is one common goal that will help everyone achieve personal success. So many people are hung up on somebody else's idea of what it means to be successful, and they are unaware of what is truly important to them. This is completely normal. We all have important role-models and influencers in our lives who may have basic values that are quite different from our own. If this is the case, it's important to recognize that the discrepancy between what we have been taught is truly important and what we personally believe to be truly important is due to a difference in perspective. If we spend our time and effort trying to meet somebody else's idea of success, and ignore or belittle any conflicting messages from our own psyche, then we will find ourselves exhausted and unhappy. Realizing what is truly important to us is a major step towards achieving personal success.

Recognize Your Weaknesses Without Hiding Behind Them

While improving our self-knowledge and realizing our true goals can be very liberating, we should not discard the rules of the society in which we live. We must recognize that other people's value systems are no less important than our own. And we must recognize and accept that we live in a society in which certain personality types and behaviors are more suited towards particular tasks. This is the second key that will open the door towards personal growth.

For example, there are situations in which it is more appropriate & effective to show compassion and caring (Feeling), rather than impersonal logic (Thinking). Likewise, there are situations that call for using impersonal logic to make a decision, in which the more subjective viewpoint of the Feeling function is inappropriate and ineffective. Persons with a preference for Feeling will have a natural advantage over Thinkers in situations that require compassion and awareness of other's emotions. Conversely, persons with a preference for Thinking will have a natural advantage over Feelers in situations that require the ability to make a decision based on impersonal data.

As we learn about our personality type and the types of others, we are empowered with an understanding of why people react differently in different situations. When put into the context of Psychological Type, we can better accept and understand people's behaviors that are different from ours. These insights are extremely useful and powerful to us as individuals. However, if we are concerned with growing as individuals, we must take care not to use personality type as an excuse for our inappropriate behavior. While it's powerful and useful to notice that another person's inappropriate behavior may be due to their personality type, we cannot use the same reasoning on ourselves. We should recognize that our personality type has weaknesses, but we must use that knowledge to conquer those weaknesses rather than to excuse poor behavior. We cannot be responsible for other people's behavior, but we can control our own.

Accordingly, if we notice that someone seems to be unable to make an impersonal decision that is isolated from human perspective, we should say to ourselves, "Ah ha, here is a Feeler. This person does not use Thinking well, and that is why they're behaving this way." Yet when we as Feelers are presented with a situation that requires an impersonal approach, we should NOT say to ourselves "I am a Feeler, and can't be expected to make decisions based purely on impersonal facts & logic." This kind of rationalization for behavior is certainly an easy way out of a situation, but it enforces the weakness, making it weaker and weaker still.

Strive for Balance

Most of the weaknesses associated with any given personality type are a result of that type's dominant function overtaking the personality to the extent that the other functions become slaves to the dominant function. Although it is natural for every personality to be ruled by its dominant function, it becomes a problem when the supporting functions are not allowed to develop fully on their own because they are too busy "serving the master". In such cases, a personality can become quite imbalanced.

A situation in which the dominant function of a personality completely overshadows the other personality functions is analogous to a kingdom ruled by an overbearing king who requires absolute servitude. Imagine such a king sitting down to dinner in his castle. He keeps all of his servants running about to bring him dinner, and requires that they serve him fully (disregarding their own needs) until he is completely sated. His Foreign Minister, expected at an important affair at a neighboring kingdom, finds himself pouring ale. His Minister of Domestic Affairs, rather than addressing the issue of a failing economy, slices roast turkey. His staff grabs food for themselves here and there, but never get what they really need or want, and are consequently unsatisfied, malnourished, and underdeveloped. The issues that the staff should be taking care of are left undone, because they never finish their primary task of serving the king. The king's immediate needs are being met, and so he is tolerably happy, but he is an ineffective king. As far as he knows, everything and everybody exists simply to serve him. He has no concept of Success beyond his daily needs. Since he cannot see beyond his own needs, the entire kingdom suffers.

Likewise, a personality that has developed with a goal of serving the dominant function above all other considerations often results in a person who is imbalanced. In severe cases, weaknesses associated with the given type are often quite apparent to others and overshadow the individual's natural strengths. Such a drastic imbalance is not common, and may be the result of continuous and extreme stress. Most people will experience times in their lives during which they are

stressed to the point of serious imbalance. People who experience this constantly have issues that need to be dealt with, and should seek help.

Much more commonly, we see individuals who exhibit both the strengths and weaknesses of their type. It is natural and healthy that each personality type is ruled by a dominant function, and that the other functions support the ruling function. We don't seek to change anyone's natural self, or to achieve a perfect balance amongst a personality's functions. By definition, a kingdom needs a king in order to exist, and a personality needs a dominant function. However, a kingdom with a well-developed and effective king (the dominant function), who has well-trained and educated advisors (the supporting functions), will thrive more than the kingdom ruled by a neglectful king who is supported by inexperienced advisors.

As we can see, Balance and Success are relative terms. They have different meaning for each personality type, but one statement is true for all types: Balance is the key to Success.

Opening the Door

So how do we go about realizing what's truly important to us? How do we recognize our weaknesses, and learn not to hide behind them? How do we become balanced? How do we open that magical door that will show us the way to personal growth and success?

There is no quickie scheme that will make you a successful person. Psychological Type is a powerful aid in our quest for excellence, but it is not the actual solution. It is a model that will help you to expand your understanding of human nature. An improved understanding of yourself and others will help you to find, follow or expand your path. An awareness and acceptance of the fact that one personality function may be more effective than another function in a given situation will help you to understand the relevance of personal growth to your life.

Carl Jung identified a process of personal growth that he called individuation, which is essentially the conscious realization of your true self, beyond the Ego that is presented by your conscious self. Our efforts to help people develop themselves is essentially the effort to help them to realize that their personal perspectives and conscious ideas are only a small part of who they are, and that the more they try to develop and defend this superficial "self", the further they get away from their true Self. This realization helps a psyche in many concrete ways, and is also a positive step towards promoting a psyche that is open to the process of individuation. For the purposes of making this realization accessible to the general public, our writings are mostly void of complex theoretical discussion.

ENFJ Personal Growth

What does Success Mean to You?

ENFJs are motivated by external human situations, primarily by other people; their talents, their needs, their aspirations and their cares forming the world in which an ENFJ lives. They thrive

when able to “make things right” for others, to enable and empower their co-workers, friends and family through valuing their human strengths and abilities. When gifted with the added ENFJ ability to intuitively adapt their feelings to the way they are affected by others, the ENFJ has a positive drive to find co-operative pathways leading to the best possible outcome for all, including themselves. Success for an ENFJ comes through involvement in the process of making things happen for people; through the accomplishments and satisfactions of those they have helped to enrich the human world with greater value, and through finding that their efforts on behalf of others have fulfilled their own life as well.

Allowing Your Strengths to Flourish

As an ENFJ, you have gifts that are specific to your personality type that aren't natural strengths for other types. By recognizing your special gifts and encouraging their growth and development, you will more readily see your place in the world, and how you can better use your talents to achieve your dreams.

Nearly all ENFJs will recognize the following characteristics in themselves. They should embrace and nourish these strengths:

- Making others feel valued and important
- Quickly seeing the positive and negative aspects of a human situation
- Expressing their feelings clearly
- Offering loyalty and commitment to partners, family and work mates
- Trying to always find the solution which works for everyone
- Encouraging humour and self expression in others
- Finding ways to help others fulfill their needs
- Affirming positive community values
- Naturally falling into leadership roles in their community

ENFJs who have developed their Introverted intuition to the extent that they can see the possibilities within their perceptions will enjoy these very special gifts:

- Understanding and empathizing with the feelings of others; realizing “where they are coming from”.
- A talent for creative expression which can turn ordinary things and situations into something magical.
- An enhanced feeling of connection with and sensitivity to the world around them.
- The ability to see many facets of a problem and the many ways it might be resolved for the best.
- The ability to make creative and valuable use of time spent alone.

- Openness to the spiritual connections between all things
- They become increasingly creative, visionary and empathetic, and are therefore effective and kind managers of businesses, people, and various situations that life presents.

Potential Problem Areas

With any gift of strength, there is an associated weakness. The strong expression of any function can overshadow others, whilst at the same time its own associated and unexpressed inferior function can mine the unconscious mind and throw up annoying resistances and unsettling emotions. We value our strengths, but we often curse and – even more limiting to our potential development – ignore our weaknesses. To grow as a person and get what we want out of life, we must not only capitalize upon our strengths, but also face our weaknesses and deal with them. That means taking a hard look at our personality type’s potential problem areas.

Most of the weaker characteristics found in ENFJs are due to their dominant Extraverted Feeling overvaluing what they see as objective values in the external world and thereby judging too much by the needs of others, or by appearances. This is primarily due to the ENFJ having not fully adapted their Introverted iNtuitive function sufficiently for them to be able to discern the vast range of ways in which they might be being missing the underlying needs within themselves and being misled by such appearances. The ENFJ naturally looks outward to find value and satisfaction, and whilst it is essential that this direction be taken to fulfill their primary needs of relation a& comfort, without the supportive balance of a well developed iNtuitive function, ENFJs can overvalue the external world to the point where they lose sight of themselves, becoming fixed in their judgments about people and the world. In such cases, the ENFJ will tend to live in a rigid – and to others, somewhat surreal – world of definite values which often seems “overstated” or obsessively connected to other people or human situations.

Explanation of Problems

Nearly all of the problematic characteristics described above can be attributed in various degrees to the common ENFJ problem of wanting to find the “proper” value in everything. If the ENFJ does not learn how to see beneath the appearance of what they quickly judge as good or bad about the people and situations in their external environment, they will only use their introverted iNtuition to support those judgments they feel are good for them and disregard not only other possibilities but their own quality of inner life as well. The consideration of these less obvious possibilities & their own needs requires that the ENFJ recognize that their own value judgments are indeed subjective, and that it is not appropriate or effective to apply them across the board to all civilized people. The practice of standing back & looking objectively at their own value system is not something that the ENFJ is accustomed to doing; trying to avoid abstract rationalization of problems & the feelings they engender is a natural survival technique for the ENFJ personality. The main driver to the ENFJ personality is Extraverted Feeling, whose purpose is above all to find and discriminate the values in people and human situations. If their ability to find a specific and worthy value in a person or situation is threatened, the ENFJ shuts out the threatening force. This is totally natural, but unfortunately the individual who exercises this type of agenda protection regularly will become more and more rigid in their judgments and expectations

of people, but even less concerned with the effect such conditions have upon themselves. Where the unbalanced ENFJ does acquiesce to the images of iNtuition, these will generally be skewed to support the subjective agenda of dominant Feeling. In this way they always find justification for their determinations and their self sacrifices to people, things and situations, and they will be unable locate the reality of another's true feelings, nor be interested in discovering that their seemingly objective judgments miss the reasons and subjectivities underlying both their own and others lives or worldly situation.

Petulance, pensiveness and a sense of being let down by others can often be the end result of this one sided approach to the world, whilst if the ENFJ is in a strong company or relationship position they might become driven to manipulate others and situations to conform to their own feeling needs and value judgments, irrespective of any true value to the situation or for the other persons involved. In this case, the "big picture" valued for its great worth to all, becomes a dominant drive which seeks to blot out or crush any opposition by claiming the moral high ground, even to the point where the ENFJ sacrifices their own life to the "cause". The inability to recognize the plethora of subjective possibilities their feelings bring into their lives strip the unbalanced ENFJ of their access to both a deeper connection with others and the possibility of refining and developing pathways to the kind of self understanding and self nurturing their finer judgments might otherwise lead them to.

Solutions

To grow as an individual, the ENFJ needs to focus on paying attention to their inner images. This means they need to be open to the possibilities that lie beneath their judgments & values, rather than just accepting the appearance of values which accord with their sense of rightness. The ENFJ needs to understand that developing their ability to see the subjective possibilities within themselves and others does not threaten their ability to make correct judgments, but rather enhances it, and enhances their personal chances for achieving a measure of success in their lives.

The ENFJ concerned with personal growth will pay close attention to their motivation for accepting values that come to them. Are they trying to see the background of circumstance behind their own and others value judgments, or are they trying to maintain their own image of how things "ought" to be? The goal is to find a balance between what seems correct and valuable and the many possible ways in which such a judgment might be subjective and not necessarily the best for themselves or a situation. Obviously, this is not entirely possible, but it is the exercise to keep in mind. They need to see the many divergent images of values and their conflicts which affect them, without feeling threatened, and without losing their sense of what is right and wrong.

Living Happily

As can be seen from the above, some strongly expressed ENFJs can have difficulty fitting into society. Their problems are usually due to their Extraverted Feeling function being so dominant that they are so strongly bound to what they see as objective values that they cannot relate to the world except via the objects of their feeling. In such cases the intensity of their judgments

can actually drive others away from them, and the resulting lack of close relationship felt as a personal failing for which the ENFJ feels guilty. Such guilt can drive even more strongly affective behaviour which leads the ENFJ to ignore their own needs entirely, or it can become a negative drive to manipulate others to conform to their one-sided vision of the world. The ENFJ who consistently tries to see the underlying possibilities and the scope available in each situation will be able to see the right path to take with each person and situation in their life. This will always lead them to toward closer relationships, happiness and great achievements.

The key to personal growth for the ENFJ is competent execution of Introverted iNtuition. Because it is often hard to define what this represents subjectively to each person, here are some action-oriented suggestions that will help lead you down the path towards more effective use of the Introverted iNtuitive function.

Specific suggestions:

- When confronted by a person or situation which seems to be rejecting or rebuffing your value judgments and your mind filling with all the arguments, images and alternatives to the situation, look closely at those you are immediately rejecting as negative or unsuitable ways to proceed. Within these images often lie paths to understanding and agreement if you look more closely. Some of these images hold the key to seeing another's feelings and point of view more clearly. Remember, what seems positive to you may not be everything or even important to another.
- Behind everything of value that you see lies much potential. Try not to be satisfied with just a good result, but let yourself imagine the ways in which a person might fulfill all their creative aspects; the ways in which a situation might become useful to many more than just what it was made for. Try to imagine everything as a source of untapped magic and creative power – let your mind see all the things it might become. Above all, apply this exercise to yourself, as if you were seeing yourself in a mirror: just as you would another person whom you love.
- When you are alone try to become fully aware of how it feels to you, try to recognize the emptiness as a place of potential, try to imagine what you might be able to do for others in this empty time, try to realize that you are not truly alone but with this special person who is yourself. What would you do for this person if you could make their private world a better place?
- Everything wonderful in life proceeds from the qualities which lie behind it. You can feel these things, these drives and attitudes which seem to come from a place outside, perhaps from the creator expressing himself within people and nature. Letting the sense of these background qualities permeate your drive to life will give you purpose & meaning. Allow yourself to feel the meanings and purposes of the world, let them become a valuable gift which can be expressed in your dealings with others and in the things you strive for.

Ten Rules to Live By to Achieve Success

1. **Feed Your Strengths!** Make sure you have opportunities to involve yourself with others in situations where your input is valued.
2. **Face Your Weaknesses!** Realize and accept that some traits are strengths and some are weaknesses. By facing your weaknesses, you can overcome them and they will have less power over you.
3. **Express Your Feelings.** Understand that your feelings are as important as others are in the overall situation. Without your feelings and needs being valued the best result is not realized, so value and speak to your own feelings as much as you value those of others.
4. **Make Decisions.** Don't be afraid to have an opinion. You need to know show others the qualities and potentials you can see are worthy of action.
5. **Smile at Criticism.** Try to see why disagreement and discord indicate the differences between people, and use this as an opportunity to make your value judgments useful for growth, because that's exactly what they are. Try not to feel responsible for another's criticism, but try to hear it & understand the feelings and images it engenders within you. Then you may see a path not only to agreement but to a shared and truly valuable end.
6. **Be Aware of Others.** Remember that there are 15 other personality types out there who see things differently than you see them. Most of your problems with other people are easier to deal with if you try to understand the other person's perspective.
7. **Be Aware of Yourself.** Don't stint your own needs for the sake of others too much. Realize you are an important focus. If you do not fulfill your own needs, how will you continue to be effective and how will others know you are true to your beliefs?
8. **Be Gentle in Your Expectations.** It is easy for you to see the value in others, but stressing this too much can drive them away. Try to show that you understand their fears and limitations and lead them gently to see how you feel: lead them gently into understanding and love.
9. **Assume the Best.** Don't distress yourself by feeling that your values are lost upon others – they are not. Perhaps it just has to sit with them too. Let the situation resolve itself and never stop believing that love is the true answer.
10. **When in Doubt, Ask Questions!** Don't assume that the lack of feedback is the same thing as negative feedback. If you need feedback and don't have any, ask for it.

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