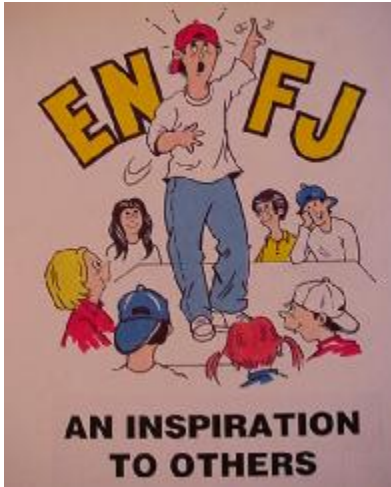




PALADIN ASSOCIATES, INC.
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Portrait of an ENFJ



ENFJ

Extraverted/ Intuitive/Feeling/Judging

Extraverted (E)Energy is directed towards the external environment

Intuitive (N)..... See endless possibilities in people and projects

Feeling (F)..... Primary focus is on own personal values

Judging (J)..... Desire structure and adhere to schedules

ENFJs constitute approximately 5% of the general U.S. adult population. They have a natural tendency to be socially oriented, gregarious, and focus attention on interpersonal relationships. Encouragement, praise, and recognition are readily given to others; and expected in return.

ENFJs are skilled oral communicators who arrive at decisions in a subjective manner. They desire a harmonious environment and have a high regard for camaraderie and cooperation. When conflict does arise they strive to address and resolve it immediately.

A preference for Extraversion (E) and Judging provides ENFJs with the ability to make decisions quickly and remain decisive and confident in the decisions they make.

A preference for the iNtuitive (N) function provides ENFJs with the ability to grasp concepts, which are both abstract and paradoxical. They rely heavily on theory and “hunches” and may become impatient or irritated when dealing with detail and specifics.

As leaders ENFJs are non-task oriented, enlist rather than demand cooperation, and concentrate on long-range possibilities. They display a genuine interest in their followers as individuals and are concerned with policies and procedures, which enhance the development of their followers.

While often critical of organizational systems and procedures ENFJs are loyal and supportive to the people that make up the organization.

When participating in a decision making process that necessitates change ENFJs' principal consideration is for how the proposed change will affect the people involved. When they perceive change to be disadvantageous to those involved ENFJs experience difficulty supporting the change.

When functioning in group/team endeavors ENFJs tend to be positive and proactive. They are often uncomfortable when issues are unsettled and concentrate on achieving goals in a structured, harmonious manner while interacting democratically with others and focus on areas of agreement. Human issues are taken very seriously and they encourage, inspire, and are open to the ideas of others.

The ability to develop and inspire others makes ENFJs excellent candidates to act as mentors to younger less experienced or new team members.

More often than not the pleasant, empathic demeanor characteristic of ENFJs is perceived to be advantageous for ENFJ women; to the extent that many ENFJ women are embraced as role models of "how a woman should conduct herself within an organizational setting". ENFJ men however are often torn between demonstrating the warm and caring characteristics that come most naturally to them or adapting a less natural but stereotypically more "masculine" persona.

In order to maximize effectiveness when interacting with others, especially those who have a preference for Thinking (T) and Sensing (S), ENFJs should strive to:

- Focus less on interpersonal issues
- Look beyond ideals and theoretical explanations and demand specifics and detail
- Be less controlling in their desire to promote harmony and ideals
- Not over personalize negative comments and criticism
- Not be surprised or hurt when others misunderstand them.

** Famous ENFJs include: Oprah Winfrey, Will Rogers, Mikhail Gorbachev, Tom Selleck, Abraham Maslow (psychologist and proponent of self-actualization), Elizabeth Dole, Francois Mitterand, Andy Griffith, and Dick Van Dyke*

Paladin Associates, Inc. is a certified administrator of: The MBTI, The STRONG INTEREST INVENTORY, and The MURPHY-MEISGEIER TYPE INDICATOR FOR CHILDREN.

We are also consulting through the Perth Leadership Institute utilizing a new concept in financial leadership, The Perth Leadership Outcome Model (PLOM).

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