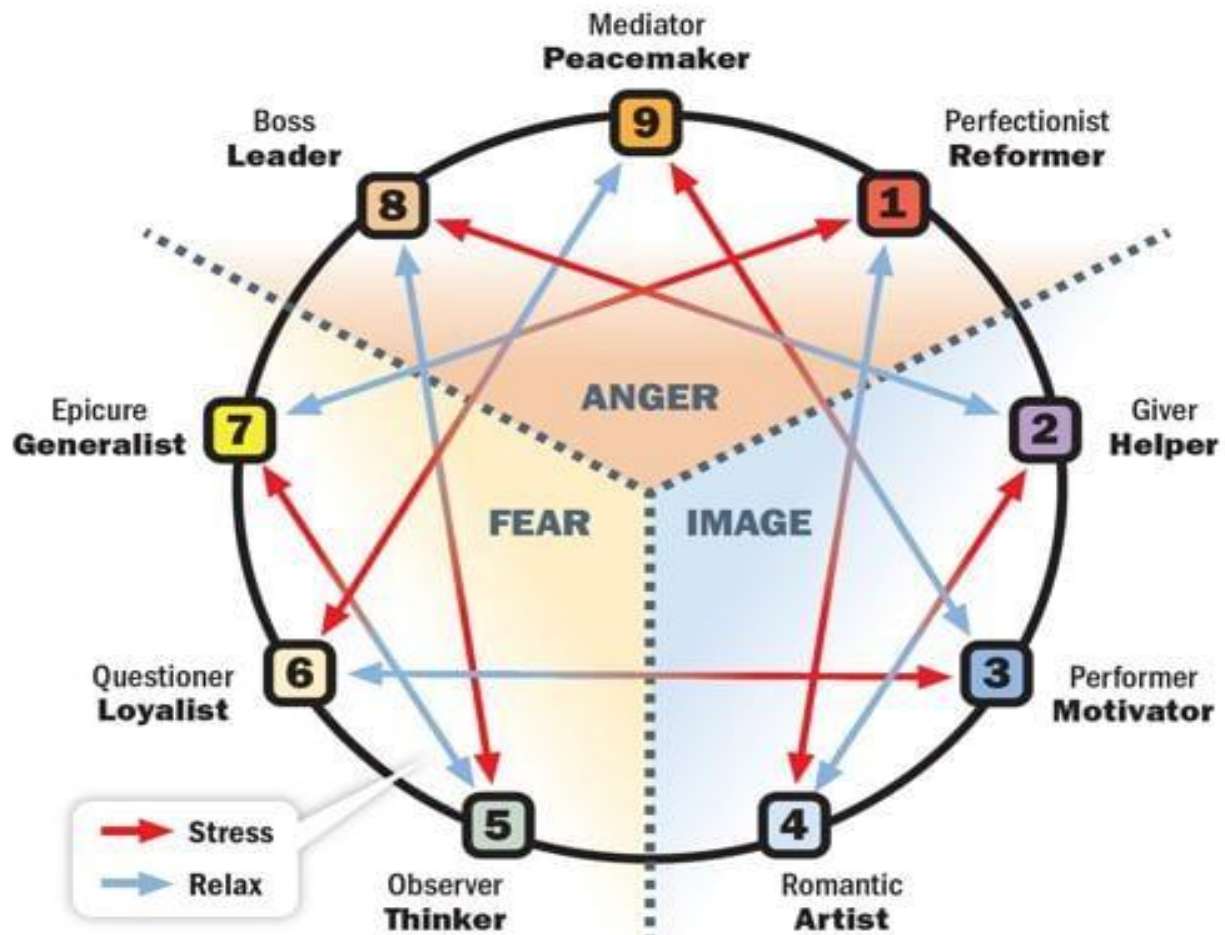


The Enneagram

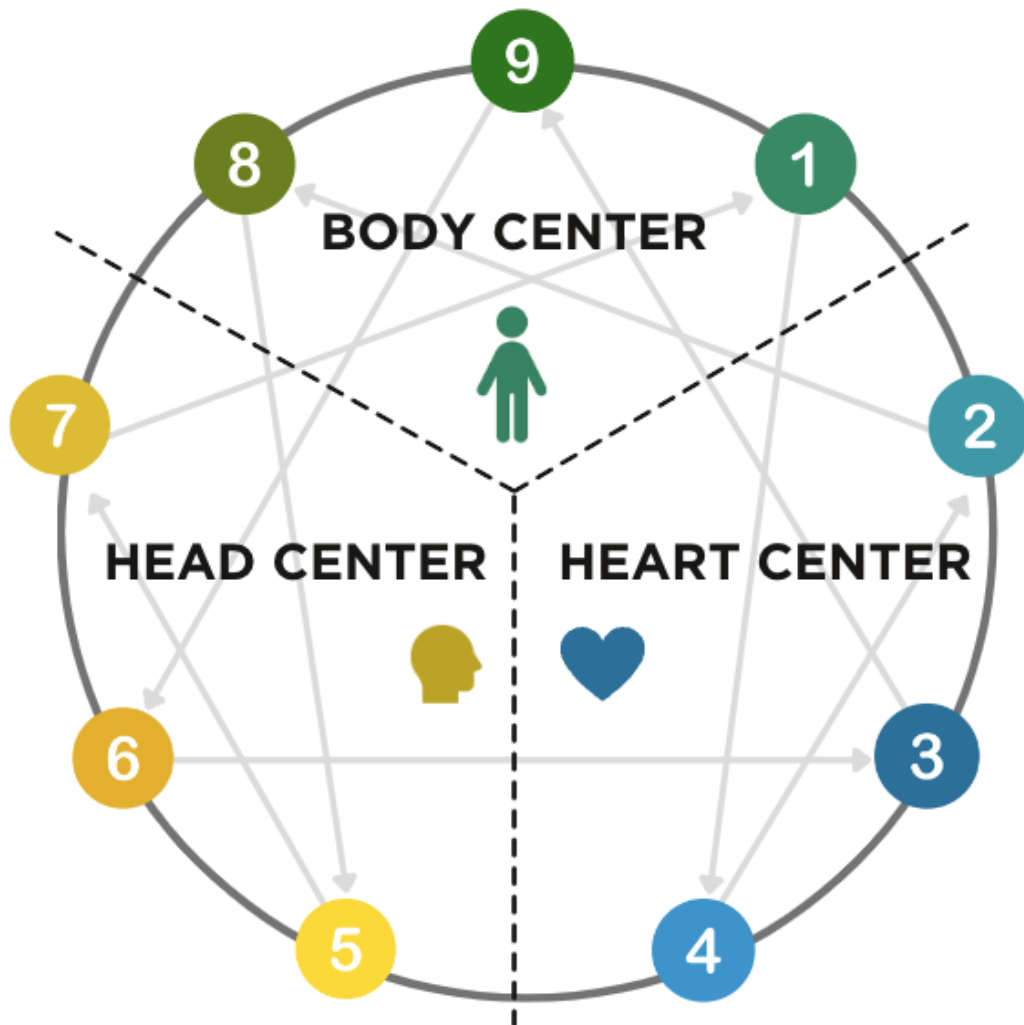
The popular personality system is divided into nine basic personality types.



Source: Professional Leadership Institute

Advocate/Times-Picayune graphic by DAN SWENSON

THREE CENTERS OF INTELLIGENCE





HOW TO COMMUNICATE & SUPPORT: Enneagram Type 1 At Work

Communication Style



Gut Triad

- Detail-oriented
- Precise
- Logical
- Task-based

How To Stay Motivated



You Are a Winner!

Be mindful of all that you have already accomplished.



Pace Yourself.

Remember: Everything doesn't have to get done this very second.



Make a List.

Make a list of everything that you need to get done.



Step Away.

Step away for a specific amount of time to recharge.



Reflect.

Remind yourself of why you started to begin with.

Keep in mind that Enneagram 1s are meticulous, reliable, hardworking, and responsible. Innate to an Enneagram 1 is the importance of getting it done right the first time as they are energized by excellence, efficiency, and order. Enneagram 1s long to hear the words: "You are good."

Experience

- **Be clear about your expectations.** When you give an Enneagram One an assignment, s/he is thinking, "How can I fulfill, responsibly and reliably, the expectations of the other person?" Communicate clearly what winning looks like and make everything measurable (e.g., set a deadline) so they'll know if they are hitting their goals.
- **Keep them informed about what's going on.** They value being respectful and respected; keep them apprised about changes in plans and walk alongside them in their frustrations about those changes. They may react by saying, "Why are we doing that? That's not how we decided we were going to do this." Understand that when you change the plan, they are no longer prepared to do the task perfectly.
- **Do not cut corners.** Bending or breaking rules or guidelines is upsetting to a One; when this occurs, they can perceive it to be a commentary on their ethical standards.
- **Be mindful about making mistakes.** Making mistakes or being perceived as imperfect carries outsized importance to an Enneagram One. The potential for mistakes is worrisome; if made, they can be perceived as catastrophic.
- **Steer choices and behaviors towards "goodness".** Ones are fixated on doing what is "good" and appropriate. Enneagram Ones will know the societal standards for a situation and will want to follow etiquette. More relaxed Enneagram types may see the Ones in their workplace as being a little too buttoned up.
- **Never criticize in public.** If you do so, they may deflect responsibility or become defensive (or both). It would be devastating for an Enneagram One to be viewed in public as someone who made a mistake or didn't do a good job. Give Ones feedback respectfully in private, honoring their fundamental desire to do it right. Affirm the positive contributions they make to the team.
- **Be on time.** Remember, being respectful and reliable is critical to an Enneagram One, both in how they treat others and in how others behave towards them.
- **Own your mistakes.** When you take responsibility for your mistakes, an Enneagram One will then help you make the correction.
- **Help them see their flaws** as a growth edge inherent in being human. Enneagram Ones can be hyper sensitive about their flaws; remind them that everyone has areas that they're still growing into.
- **Help them broaden their scope** by appealing to the greater good. Help them step back and put their contribution into perspective. While they may want to delay submitting their work until they know it is "perfect", there are times when this mindset can hold the company back. For the good of all, there are times when good enough is good enough.

Personal Growth Areas

- **Stay connected rather than right.** Be mindful of times when you withdraw from others. Sometimes when we dig in to being right, it isolates us from people.
- **Quiet your inner critic by practicing gratitude** (out loud) with others. TELL someone what they're doing right and why you're grateful.
- **Shift your view from controlling to serving.** Don't "should" on people. Ask questions instead of telling people what they should be doing.



Communication Style



Heart Triad

- Personable
- Friendly
- Warm
- Comforting

How To Stay Motivated



Lean Into Altruism.

Consider who might benefit from this task, then do it for their benefit.



Find Support.

Draw close to people who will lift you up.



Itemize Tasks.

Itemize your tasks & assess what is weighing you down, then tackle that task first.



Nature.

Take a dip into nature.



Set Limits.

Be mindful of trying to give what you do not have.

An Enneagram 2's core longing is to be wanted, loved, and appreciated. A Two sees love as conditional or something they have to earn; they think: "If I am not showing you love, and I'm focusing on myself at all, then you'll think I'm selfish and you will reject me." Accordingly, the Two fears being unloved, unwanted, unappreciated, dispensable, or disposable. We can help the Two in the workplace by the following..

HOW TO COMMUNICATE & SUPPORT: Enneagram Type 2 At Work

Experience

- **Geography matters.** Position Twos in a place where there is a LOT of foot traffic. They will die on the vine unless they are leaning into their superpower, which is attunement to other people's feelings. Twos need to be able to empathize, be present to other people, and meet their needs.
- **Twos make an excellent first touchpoint for your customers.** Both relationship-focused and image conscious, Twos will not let you down in this role.
- **Say, "I see you, and I SO appreciate you."** Pause, then say it again. And again.
- **Be gentle** in sharing critical feedback. They take criticism PERSONALLY; the relationship feels threatened. If they feel a relationship is experiencing some kind of disturbance or rupture, they get very anxious or worried.
- **Dial back the energy** during a performance review with a 2. Lead by affirming the relationship and assuring them that your relationship is stable- "... and, here's some feedback on things I'd like to see you work on."
- **Communicate face-to-face.** Twos want personal interaction; they thrive on feeling the warmth of eye contact & the connection of relationship.
- **Keep things positive.** This will keep them engaged.
- **Help them discern their own needs.** Twos will appear to not have any needs of their own; encourage them to consider what's important to them so they don't make a habit of neglect themselves. Surprise them by meeting some need that they may have (without them asking).
- **Remind them that they are loved** just for being themselves. They don't have to earn our love by constantly serving us or others.

Personal Growth Areas

- **Learn to say no.** As a Two, you love to be needed and love to help others: practice saying "no" from time to time and see what happens.
- **Schedule solitude.** Being around others keeps your focus on others' needs. Schedule some time to get back in touch with your own needs. It will feel uncomfortable as you start to notice feelings that don't usually have the time or space to come up, such as sadness or anger. Treat these feelings as clues to where your actual needs are.
- **Learn to recognize when your communication crosses boundaries.** People don't always need help or advice.



HOW TO COMMUNICATE & SUPPORT: Enneagram Type 3 At Work

Communication Style



Heart Triad

- Engaging
- Direct
- Straight forward
- On-topic

How To Stay Motivated



Big Picture.

Remind yourself of the big picture & of your aspirations.



You're A Winner!

Jot down your previous wins to boost your self-confidence.



Focus on Health.

Maintain your healthy habits.



Amp Up!

Reinvigorate yourself with inspiration and growth tips.



Make a List.

Put pen to paper with all the tasks you need to get done.

The Enneagram 3 desires to be admired and respected. They want their time to be worthwhile and to be successful at all things. Accordingly, they are fearful of being seen as incompetent, worthless, or a failure. Deep down, a 3 wants to know that he/she is loved simply for who they are and does not have to earn, achieve, or perform in order to be loved.

Experience

- **I see you, and I really admire you.** Threes don't mind a bit of flattery. Saying to a Three, "You're so successful", or, "You're someone who wins" signals to a three that you admire them, which in turn gives them energy.
- **Be mindful of your body language.** 3's can see this in other's body posture, their eyes, how they might defer to that person, etc.
- **Set clear expectations** of what a "win" looks like. Give them a goal, such as, "Sell this many units by this date", then incentivize them with promotions or bonuses. They love to know, "I killed it! I exceeded expectations."
- **Publicly acknowledge** their win. A little spotlight on a Three goes a long way.
- **Get to the bottom line first** when in conversation with a Three. Tell them the end result or where your story is going, then tell them the rest. A Three can become distracted if they don't know where you are going with a conversation.
- **If you are managing a Three**, you need to sell what it is you need them to do. Tell them that you've already shopped the options, and this one will lead to the best outcome. The selling aspect of your communication with a Three is important.
- **Threes crave feedback.** Set up good increments of time to check in on how things are going.
- **Recognize their efforts** (not just the accomplishment), even if they made it look effortless. They have a few key people they want acclaim from.

Personal Growth Areas

- **Schedule stillness.** This doesn't mean going on a run with a podcast in your ears; rather, this is time to sit and do nothing. Give your mind the space in which new ideas can be welcomed. Watch as your productivity increases even when you're still.
- **Work from a place of rest.** Practice resting first, and then going. Start slow- five or ten minutes at a time without distractions. Rest all aspects of yourself: body, mind, and soul.
- **Put down what is in your hands when you are talking to someone.** Be present and make the investment into the relationship rather than disassociating and/or withdrawing from your emotions. Trying to multitask relationships will end in disappointment and hurt feelings.



HOW TO COMMUNICATE & SUPPORT: Enneagram Type 4 At Work

Communication Style



Heart Triad

- Concise
- Emotionally distant
- Likes facts and data

How To Stay Motivated



Be Mindful.

Be mindful of the good you have already done.



Be Creative.

Look for places to add a dose of creativity.



Set a Timer.

Set a time limit for the task and bring your attention back when you escape into fantasy.



Listen.

Put on some feel good music.



Think ABOUT WHY.

Remind yourself of your "why" then appreciate the task at hand.

The 4 wishes show the world how unique and authentic their true self is. They fear being perceived as unoriginal or plain and mundane. If they can be seen and known for exactly who they uniquely are, they will feel fulfilled.

Experience

- **Communicate how much you see and value their unique insight.** Fours go through life with the sense that "Nobody really sees me" or that "No one can understand my inner depths." Say to them, "Your imagination is incredible." You don't have to agree with nor implement what a Four brings to the table- BUT, you better tell them, "I understood what you said. We're not going to execute it, but I want you to know: I thought it was imaginative, I appreciated the angle, which was different from everyone else's." The worst outcome is if a Four feels Misunderstood.
- **Help them not over-rely on their emotional world,** but to balance their emotions with critical thinking. Fours are idealists; their critical inner voice sees what's missing in an environment and, consequently, a not-very-self-aware-Four can go through life perpetually disappointed.
- **Do not compare a Four to someone else.** E.g., "Why can't you write copy like John or Betty?" Comparison activates envy in a way that will be very unhealthy. Rather than improving their shortcomings, they will spend all day looking at John or Betty feeling envious or bitter.
- **Tell them that you appreciate the personal touch that they bring.** You see how their uniqueness is adding to the tea.
- **Even if their feelings seem overwhelming to you,** don't tell them to lighten up or look to the bright side. Invite them to broaden their focus, zoom out and think more about practical things and less about emotional things. To bring other things in rather than just squashing the emotional things.
- **Be authentic.** They can see someone faking it from a mile away. Because they seek to be so authentic themselves, they won't respect you if you're not being authentic with them. They don't want you to hide your emotions.
- **Don't fix their sadness-** just be in it with them. They want to enjoy some melancholy.
- **Let them know that their emotions are not going to scare you away.** One of their greatest fears is being abandoned.
- **Offer a Four variety in their tasks.** Jobs are difficult for Fours if they involve repetition of things that aren't interesting to them.

Personal Growth Areas

- **Allow your emotions and intensity to move you towards action.** Passion needs to take you to movement.
- **Instead of focusing on what's missing (which is natural for a Four), focus on gratitude.** Name the things that you DO have.
- **Use your curious nature to ask about and reflect on how others might be thinking or feeling.** Realize that your tendency is to be tuned into your own feelings and thoughts which can be perceived as being too self-focused.



HOW TO COMMUNICATE & SUPPORT: Enneagram Type 5 At Work

Communication Style



Head Triad

- Concise
- Emotionally distant
- Likes facts and data

How To Stay Motivated



Rest.

Listen to your body and take breaks when you need it.



Sequence Tasks.

Begin with the biggest task, then work your way to the easiest.



Watch Your Time.

Be mindful of when you are over-researching and under-doing.



Listen.

Get situated in a place with no distractions.



Start.

Start before you are ready. You've done it before successfully.

A 5's internal needs feel like the weight of a boulder, weighing them down. They long to know that their needs are not a problem. Meanwhile, the gift they can offer others is to be the observers of the world. They love to take concepts and ideas and break them down into small parts, then use those parts to create something new and better. Their minds are vast and they have an impressive breadth of knowledge.

Experience

- **Give them space and privacy.** Do not put a Five in an open floor plan office. If you must do so, expect to see them in earbuds.
- **Don't take up all the space with a conversation.** Silence does not bother a Five. When you pose a question, it may take them a moment to respond because they are going through the topic in their vast mental catalog. Allow them the time they need to respond and, if necessary, to access their emotions.
- **Give them as much info.** as possible before a meeting. They don't want to be caught off guard. The meeting agenda is important to them in their goal of avoiding surprises. They want to come prepared to offer their best.
- **Get to know a Five's interests and passions.** Saying, "Tell me about your interests" will help them feel seen and appreciated. This will give you an opportunity to connect and to get them talking to you. If you want to get a Five talking, find a topic that you know they are interested and competent in that excites their brain; then, expect them to talk extensively.
- **Respect their boundaries.** they don't want someone to come into their space and initiate a meeting with no notice. It's better to give them a heads up so they can finish what they're doing and shift their (very deep) focus.
- **Incentivize a Five by telling them they can be alone.** Give them a task—they'll get it done, as long as they don't get lost in the research. They will respond well to guidance such as: "Take your laptop and go work at Starbucks." Give them the space to work in solitude and allow them control over how much contact they have with people in the course of the day.
- **Stand a foot farther back with a Five than you would with a Two.** Give them a lot of private space.
- **Do not pat a Five on the shoulder.** They tend not to be tactile people.
- **Don't pry into their personal lives.** In contrast to a Two or a Four, don't ask them about their emotional life, per se; instead, say: tell me about your interests. Talking to them about their interests makes them feel valued and important and seen.

Personal Growth Areas

- **Extend yourself a little bit.** Experiment in loosening your boundaries with the people you trust. Practice having an abundance mindset, whereby you will always have what you need despite what you choose to give away. Said differently: your generosity will not lead to lack.
- **Stay present** in the moment when things get emotional.
- **Give insight** as you process information rather than just your conclusions at the end of your process.



HOW TO COMMUNICATE & SUPPORT: **Enneagram Type 7 At Work**

Communication Style



Head Triad

- Storyteller
- Talkative
- Shifts from topic to topic

How To Stay Motivated



Reward.

Reward yourself when you complete a task.



Schedule.

Put a schedule in place; complete one activity at a time.



One Step At A Time.

There is enough time to do it all, one experience at a time.



Listen.

Listen to inspiring podcasts, books, or music.



Reflect.

Consider the free time you will have when you complete the task.

7's bring a lot of creativity, fun, spontaneity, and joy to a workplace.

Experience

- **Match a Seven with a varied job description.** Sevens will thrive in multi-dimensional environments, such as by being an internal or external consultant. Regular travel to different places and consistently meeting with new clients is enticing to a Seven.
- **Don't put a Seven in a management position for too long.** Sevens are great at getting an idea up and off the ground, but they tend not to excel at management. Making decisions that cause pain and disappointment will keep Sevens on the run; rather, Sevens seek to flatten hierarchies and create camaraderie.
- **Keep moving them around.** Wherever you need juice- a spark of energy or innovation- send them there. A Seven will bring positive energy to projects, events, and meetings.
- **Sevens excel in establishing bonds within a team.** Put your Seven to work with (but not in) Human Resources on creating fun team-building experiences.
- **Don't put them in situations where things are routine.** They risk getting stuck when things are too predictable on a daily basis. Being stuck feels like pain to a Seven, and pain is what a Seven seeks to avoid at all costs.
- **Prepare yourself for the pace of the conversation.** It's going to be fast because they are thinking so fast. Sevens may develop the habit of interrupting others because they are so excited & their brains are moving quickly.
- **Don't mistake their enthusiasm for their commitment.** They like to say "yes" to encourage new and fun things; however, just because they are excited with you doesn't mean they are going to do the work with you. Follow up with an email to confirm responsibilities in writing.
- **Sevens need support to help get their ideas done.** As a leader, a Seven needs to surround herself with people who like to execute the vision. They may otherwise generate a lot of ideas but lack follow-through. With this in mind, an Enneagram Eight makes a great wing-man or wing-woman to the Enneagram Seven.
- **Keep them around positive people.** The best way to kill a Seven's spark is to put them in close proximity with negativity or critical people for a long period of time

Personal Growth Areas

- **Pick ONE task to FINISH this week.** Commit to seeing it through, even when the work loses its fun.
- **Find someone who is a stabilizing, tethering force in your life.** Resist the urge to escape the grounding that this person offers.
- **Slow down** enough to fully listen and appreciate the grounding that these people offer you. Have a practice of stillness or meditation.



- UNDERSTANDING ME - Enneagram Type 9

The Peacemaker The Mediator

The Basics

Need:

To have inner stability, and peace of mind.

Fear:

Experiencing loss or separation.

Triad:

Body, Gut, Anger

Stance:

Withdrawing
(Doing Repressed)

Fixation:

Indolence

Passion:

Sloth

Holy Idea:

Love

Virtue:

Action

In Security:

Moves to 3

In Stress:

Moves to 6

Some Facts About Me

- I can feel a little disconnected from my OWN identity because I am happy to go along with whatever will bring the most peace and happiness to those, I'm with.
- I usually love being in nature, and don't mind being alone. I can get lost in thought.
- I can have troublemaking decisions because there is always a possibility that my decision will make waves and I don't want that, at all costs - even at the cost of my own happiness.
- I tend to push myself to the back burner, my needs seem to be the least important on the priority list.
- I can work hard and long, but I sometimes get to the end of the day and wonder what I actually accomplished.
- I tend to procrastinate; I don't often feel energized to take action on things. I'm not a risk taker.
- I often replay and ponder on situations and conversations in the past. I am mostly peaceful but can feel sudden and surprising surges of anger.

Ways For Me To Grow

- I must ask myself hard questions like: "will constantly acquiescing to the wishes of others provide the kind of relationships that will really satisfy me?" I have to remember that is impossible to love others if I am not truly present to them.
- I must exert myself. Force myself to pay attention to what is going on. Not drift off or tune out people, or daydream. I must work on focusing my attention to become an active participant in the world.
- I need to exercise frequently to become more aware of my body and emotions. Regular exercise is a healthy form of self-discipline and will increase my awareness of my feelings and other sensations. It is also a good way to get in touch with and express some aggressions.
- I must remind myself that not only do I matter to myself, but I matter to others. When I merge with their dreams, their agenda or their viewpoints I am depriving them of my presence in their life.
- I need to have the fight sometimes. I need to put my foot down and break the ice and stand up for myself, my desires, and my agenda.

The Truth I need to Meditate On

I matter, I can still find inner peace, even if there is conflict around me and sometimes the conflict with worth having.

NINE LEVELS OF DEVELOPMENT

The reformer The Rational, Idealistic Type: Principled, Purposeful, Self-Controlled, and Perfectionistic

Type 1 - Levels of Health — More Depth By Level

Healthy Levels

Serene Acceptor

1. (At Their Best) Become extraordinarily wise and discerning. By accepting what is, they become transcendently realistic, knowing the best action to take in each moment. Humane, inspiring, and hopeful: the truth will be heard.
2. Conscientious with strong personal convictions: they have an intense sense of right and wrong, personal religious and moral values. Wish to be rational, reasonable, self-disciplined, mature, and moderate in all things.
3. Extremely principled, always want to be fair, objective, and ethical: truth and justice are primary values. A sense of responsibility, personal integrity, and a desire to serve a higher purpose often lead them to become teachers and witnesses to the truth.

Average Levels

The Teacher

4. Dissatisfied with reality, they become high-minded idealists, feeling that it is up to them to improve everything: crusaders, advocates, critics. Into “causes” and explaining to others how things “ought” to be.
5. Afraid of making a mistake: everything must be consistent with their ideals. Become orderly and well-organized, but impersonal, puritanical, emotionally constricted, rigidly keeping their feelings and impulses in check. Often workaholics—”anal-compulsive,” punctual, pedantic, and fastidious.
6. Highly critical both of self and others: picky, judgmental, perfectionistic. Very opinionated about everything: correcting people and badgering them to “do the right thing”—as they see it. Impatient, never satisfied with anything unless it is done according to their prescriptions. Moralizing, scolding, abrasive, and indignantly angry.

Unhealthy Levels

The Judge

7. Can be highly dogmatic, self-righteous, intolerant, and inflexible. Begin dealing in absolutes: they alone know “The Truth.” Everyone else is wrong: very severe in judgments, while rationalizing own actions.
8. Become obsessive about imperfection and the wrong-doing of others, although they may fall into contradictory actions, hypocritically doing the opposite of what they preach.
9. Become condemnatory toward others, punitive and cruel to rid themselves of “wrong-doers.” Severe depressions, nervous breakdowns, and suicide attempts are likely. Generally corresponds to the Obsessive-Compulsive and Depressive personality disorders

The helper The Caring, Interpersonal Type: Generous, Demonstrative, People-Pleasing, and Possessive

Type 2 - Levels of Health — More Depth By Level

Healthy Levels

The Humble One

1. (At Their Best) Become deeply unselfish, humble, and altruistic: giving unconditional love to self and others. Feel it is a privilege to be in the lives of others.
2. Empathetic, compassionate, feeling for others. Caring and concerned about their needs. Thoughtful, warm-hearted, forgiving and sincere.
3. Encouraging and appreciative, able to see the good in others. Service is important, but takes care of self too: they are nurturing, generous, and giving—a truly loving person.

Average Levels

The Friend

4. Want to be closer to others, so start “people pleasing,” becoming overly friendly, emotionally demonstrative, and full of “good intentions” about everything. Give seductive attention: approval, “strokes,” flattery. Love is their supreme value, and they talk about it constantly.
5. Become overly intimate and intrusive: they need to be needed, so they hover, meddle, and control in the name of love. Want others to depend on them: give, but expect a return: send double messages. Enveloping and possessive: the codependent, self-sacrificial person who cannot do enough for others—wearing themselves out for everyone, creating needs for themselves to fulfill.
6. Increasingly self-important and self-satisfied, feel they are indispensable, although they overrate their efforts in others’ behalf. Hypochondria, becoming a “martyr” for others. Overbearing, patronizing, presumptuous.

Unhealthy Levels

The Manipulator

7. Can be manipulative and self-serving, instilling guilt by telling others how much they owe them and make them suffer. Abuse food and medication to “stuff feelings” and get sympathy. Undermine people, making belittling, disparaging remarks. Extremely self-deceptive about their motives and how aggressive and/or selfish their behavior is.
8. Domineering and coercive: feel entitled to get anything they want from others: the repayment of old debts, money, sexual favors.
9. Able to excuse and rationalize what they do since they feel abused and victimized by others and are bitterly resentful and angry. Somatization of their aggressions result in chronic health problems as they vindicate themselves by “falling apart” and burdening others. Generally corresponds to the Histrionic Personality Disorder and Factitious Disorder.

The achiever The Success-Oriented, Pragmatic Type: Adaptable, Excelling, Driven, and Image-Conscious

Type 3 - Levels of Health — More Depth By Level

Healthy Levels

The Believer

1. (At Their Best) Self-accepting, inner-directed, and authentic, everything they seem to be. Modest and charitable, self-deprecatory humor and a fullness of heart emerge. Gentle and benevolent.
2. Self-assured, energetic, and competent with high self-esteem: they believe in themselves and their own value. Adaptable, desirable, charming, and gracious.
3. Ambitious to improve themselves, to be “the best they can be”—often become outstanding, a human ideal, embodying widely admired cultural qualities. Highly effective: others are motivated to be like them in some positive way.

Average Levels

The Star

4. Highly concerned with their performance, doing their job well, constantly driving self to achieve goals as if self-worth depends on it. Terrified of failure. Compare self with others in search for status and success. Become careerists, social climbers, invested in exclusivity and being the “best.”
5. Become image-conscious, highly concerned with how they are perceived. Begin to package themselves according to the expectations of others and what they need to do to be successful. Pragmatic and efficient, but also premeditated, losing touch with their own feelings beneath a smooth facade. Problems with intimacy, credibility, and “phoniness” emerge.
6. Want to impress others with their superiority: constantly promoting themselves, making themselves sound better than they really are. Narcissistic, with grandiose, inflated notions about themselves and their talents. Exhibitionistic and seductive, as if saying “Look at me!” Arrogance and contempt for others is a defense against feeling jealous of others and their success.

Unhealthy Levels

The Calculator

7. Fearing failure and humiliation, they can be exploitative and opportunistic, covetous of the success of others, and willing to do “whatever it takes” to preserve the illusion of their superiority.
8. Devious and deceptive so that their mistakes and wrongdoings will not be exposed. Untrustworthy, maliciously betraying or sabotaging people to triumph over them. Delusionally jealous of others.
9. Become vindictive, attempting to ruin others’ happiness. Relentless, obsessive about destroying whatever reminds them of their own shortcomings and failures. Psychopathic, murder. Generally corresponds to the Narcissistic Personality Disorder.

The individualist The Sensitive, Introspective type: Expressive, Dramatic, Self-Absorbed, and Temperamental

Type 4 - Levels of Health — More Depth By Level

Healthy Levels

The Appreciative One

1. (At Their Best) Profoundly creative, expressing the personal and the universal, possibly in a work of art. Inspired, self-renewing and regenerating: able to transform all their experiences into something valuable: self-creative.
2. Self-aware, introspective, on the “search for self,” aware of feelings and inner impulses. Sensitive and intuitive both to self and others: gentle, tactful, compassionate.
3. Highly personal, individualistic, “true to self.” Self-revealing, emotionally honest, humane. Ironic view of self and life: can be serious and funny, vulnerable and emotionally strong.

Average Levels

The Unique One

4. Take an artistic, romantic orientation to life, creating a beautiful, aesthetic environment to cultivate and prolong personal feelings. Heighten reality through fantasy, passionate feelings, and the imagination.
5. To stay in touch with feelings, they interiorize everything, taking everything personally, but become self-absorbed and introverted, moody and hypersensitive, shy and self-conscious, unable to be spontaneous or to “get out of themselves.” Stay withdrawn to protect their self-image and to buy time to sort out feelings.
6. Gradually think that they are different from others, and feel that they are exempt from living as everyone else does. They become melancholy dreamers, disdainful, decadent, and sensual, living in a fantasy world. Self-pity and envy of others leads to self-indulgence, and to becoming increasingly impractical, unproductive, effete, and precious.

Unhealthy Levels

The Defective One

7. When dreams fail, become self-inhibiting and angry at self, depressed and alienated from self and others, blocked and emotionally paralyzed. Ashamed of self, fatigued and unable to function.
8. Tormented by delusional self-contempt, self-reproaches, self-hatred, and morbid thoughts: everything is a source of torment. Blaming others, they drive away anyone who tries to help them.
9. Despairing, feel hopeless and become self-destructive, possibly abusing alcohol or drugs to escape. In the extreme: emotional breakdown or suicide is likely. Generally corresponds to the Avoidant, Depressive, and Narcissistic personality disorders.

The investigator The Intense, Cerebral Type: Perceptive, Innovative, Secretive, and Isolated

Type 5 - Levels of Health — More Depth By Level

Healthy Levels

The Integrated Wizard

1. (At Their Best) Become visionaries, broadly comprehending the world while penetrating it profoundly. Open-minded, take things in whole, in their true context. Make pioneering discoveries and find entirely new ways of doing and perceiving things.
2. Observe everything with extraordinary perceptiveness and insight. Most mentally alert, curious, searching intelligence: nothing escapes their notice. Foresight and prediction. Able to concentrate: become engrossed in what has caught their attention.
3. Attain skillful mastery of whatever interests them. Excited by knowledge: often become expert in some field. Innovative and inventive, producing extremely valuable, original works. Highly independent, idiosyncratic, and whimsical.

Average Levels

The Remote Expert

4. Begin conceptualizing and fine-tuning everything before acting—working things out in their minds: model building, preparing, practicing, and gathering more resources. Studious, acquiring technique. Become specialized, and often “intellectual,” often challenging accepted ways of doing things.
5. Increasingly detached as they become involved with complicated ideas or imaginary worlds. Become preoccupied with their visions and interpretations rather than reality. Are fascinated by off-beat, esoteric subjects, even those involving dark and disturbing elements. Detached from the practical world, a “disembodied mind,” although high-strung and intense.
6. Begin to take an antagonistic stance toward anything which would interfere with their inner world and personal vision. Become provocative and abrasive, with intentionally extreme and radical views. Cynical and argumentative.

Unhealthy Levels

The Fearful Strategist

7. Become reclusive and isolated from reality, eccentric and nihilistic. Highly unstable and fearful of aggressions: they reject and repulse others and all social attachments.
8. Get obsessed yet frightened by their threatening ideas, becoming horrified, delirious, and prey to gross distortions and phobias.
9. Seeking oblivion, they may commit suicide or have a psychotic break with reality. Deranged, explosively self-destructive, with schizophrenic overtones. Generally corresponds to the Schizoid Avoidant and Schizotypal personality disorders.

The loyalist The Committed, Security-Oriented Type: Engaging, Responsible, Anxious, and Suspicious

Type 6 - Levels of Health — More Depth By Level

Healthy Levels

The Courageous One

1. (At Their Best) Become self-affirming, trusting of self and others, independent yet symbiotically interdependent and cooperative as an equal. Belief in self leads to true courage, positive thinking, leadership, and rich self-expression.
2. Able to elicit strong emotional responses from others: very appealing, endearing, lovable, affectionate. Trust is important: bonding with others, forming permanent relationships and alliances.
3. Dedicated to individuals and movements in which they deeply believe. Community builders: responsible, reliable, trustworthy. Hard-working and persevering, sacrificing for others, they create stability and security in their world, bringing a cooperative spirit.

Average Levels

The Loyalist

4. Start investing their time and energy into whatever they believe will be safe and stable. Organizing and structuring, they look to alliances and authorities for security and continuity. Constantly vigilant, anticipating problems.
5. To resist having more demands made on them, they react against others passive-aggressively. Become evasive, indecisive, cautious, procrastinating, and ambivalent. Are highly reactive, anxious, and negative, giving contradictory, “mixed signals.” Internal confusion makes them react unpredictably.
6. To compensate for insecurities, they become sarcastic and belligerent, blaming others for their problems, taking a tough stance toward “outsiders.” Highly reactive and defensive, dividing people into friends and enemies, while looking for threats to their own security. Authoritarian while fearful of authority, highly suspicious, yet, conspiratorial, and fear-instilling to silence their own fears.

Unhealthy Levels

The Coward

7. Fearing that they have ruined their security, they become panicky, volatile, and self-disparaging with acute inferiority feelings. Seeing themselves as defenseless, they seek out a stronger authority or belief to resolve all problems. Highly divisive, disparaging and berating others.
8. Feeling persecuted, that others are “out to get them,” they lash-out and act irrationally, bringing about what they fear. Fanaticism, violence.
9. Hysterical, and seeking to escape punishment, they become self-destructive and suicidal. Alcoholism, drug overdoses, “skid row,” self-abasing behavior. Generally corresponds to the Passive-Aggressive and Paranoid personality disorders.

The enthusiast The Busy, Variety-Seeking Type: Spontaneous, Versatile, Acquisitive, and Scattered

Type 7 - Levels of Health — More Depth By Level

Healthy Levels

The Focused Inspirer

1. (At Their Best) Assimilate experiences in depth, making them deeply grateful and appreciative for what they have. Become awed by the simple wonders of life: joyous and ecstatic. Intimations of spiritual reality, of the boundless goodness of life.
2. Highly responsive, excitable, enthusiastic about sensation and experience. Most extroverted type: stimuli bring immediate responses—they find everything invigorating. Lively, vivacious, eager, spontaneous, resilient, cheerful.
3. Easily become accomplished achievers, generalists who do many different things well: multi-talented. Practical, productive, usually prolific, cross-fertilizing areas of interest.

Average Levels

The Stimulator

4. As restlessness increases, want to have more options and choices available to them. Become adventurous and “worldly wise,” but less focused, constantly seeking new things and experiences: the sophisticate, connoisseur, and consumer. Money, variety, keeping up with the latest trends important.
5. Unable to discriminate what they really need, become hyperactive, unable to say “no” to themselves, throwing self into constant activity. Uninhibited, doing and saying whatever comes to mind: storytelling, flamboyant exaggerations, witty wise-cracking, performing. Fear being bored: in perpetual motion, but do too many things—many ideas but little follow through.
6. Get into conspicuous consumption and all forms of excess. Self-centered, materialistic, and greedy, never feeling that they have enough. Demanding and pushy, yet unsatisfied and jaded. Addictive, hardened, and insensitive.

Unhealthy Levels

The Frantic Escape Artist

7. Desperate to quell their anxieties, can be impulsive and infantile: do not know when to stop. Addictions and excess take their toll: debauched, depraved, dissipated escapists, offensive and abusive.
8. In flight from self, acting out impulses rather than dealing with anxiety or frustrations: go out of control, into erratic mood swings, and compulsive actions (manias).
9. Finally, their energy and health is completely spent: become claustrophobic and panic-stricken. Often give up on themselves and life: deep depression and despair, self-destructive overdoses, impulsive suicide. Generally corresponds to the Bipolar disorder and Histrionic personality disorder.

The challenger The Powerful, Dominating Type: Self-Confident, Decisive, Willful, and Confrontational

Type 8 - Levels of Health — More Depth By Level

Healthy Levels

The Truth Seeker

1. (At Their Best) Become self-restrained and magnanimous, merciful and forbearing, mastering self through their self-surrender to a higher authority. Courageous, willing to put self in serious jeopardy to achieve their vision and have a lasting influence. May achieve true heroism and historical greatness.
2. Self-assertive, self-confident, and strong: have learned to stand up for what they need and want. A resourceful, “can do” attitude and passionate inner drive.
3. Decisive, authoritative, and commanding: the natural leader others look up to. Take initiative, make things happen: champion people, provider, protective, and honorable, carrying others with their strength.

Average Levels

The immovable Rock

4. Self-sufficiency, financial independence, and having enough resources are important concerns: become enterprising, pragmatic, “rugged individualists,” wheeler-dealers. Risk-taking, hardworking, denying own emotional needs.
5. Begin to dominate their environment, including others: want to feel that others are behind them, supporting their efforts. Swaggering, boastful, forceful, and expansive: the “boss” whose word is law. Proud, egocentric, want to impose their will and vision on everything, not seeing others as equals or treating them with respect.
6. Become highly combative and intimidating to get their way: confrontational, belligerent, creating adversarial relationships. Everything a test of wills, and they will not back down. Use threats and reprisals to get obedience from others, to keep others off balance and insecure. However, unjust treatment makes others fear and resent them, possibly also band together against them.

Unhealthy Levels

The Bully

7. Defying any attempt to control them, become completely ruthless, dictatorial, “might makes right.” The criminal and outlaw, renegade, and con-artist. Hard-hearted, immoral and potentially violent.
8. Develop delusional ideas about their power, invincibility, and ability to prevail: megalomania, feeling omnipotent, invulnerable. Recklessly over-extending self.
9. If they get in danger, they may brutally destroy everything that has not conformed to their will rather than surrender to anyone else. Vengeful, barbaric, murderous. Sociopathic tendencies. Generally corresponds to the Antisocial Personality Disorder.

The peacemaker The Easygoing, Self-Effacing Type: Receptive, Reassuring, Agreeable, and Complacent

Type 9 - Levels of Health — More Depth By Level

Healthy Levels

The Fully Conscious One

1. (At Their Best) Become self-possessed, feeling autonomous and fulfilled: have great equanimity and contentment because they are present to themselves. Paradoxically, at one with self, and thus able to form more profound relationships. Intensely alive, fully connected to self and others.
2. Deeply receptive, accepting, unselfconscious, emotionally stable and serene. Trusting of self and others, at ease with self and life, innocent and simple. Patient, unpretentious, good-natured, genuinely nice people.
3. Optimistic, reassuring, supportive: have a healing and calming influence—harmonizing groups, bringing people together: a good mediator, synthesizer, and communicator.

Average Levels

The Harmonizer

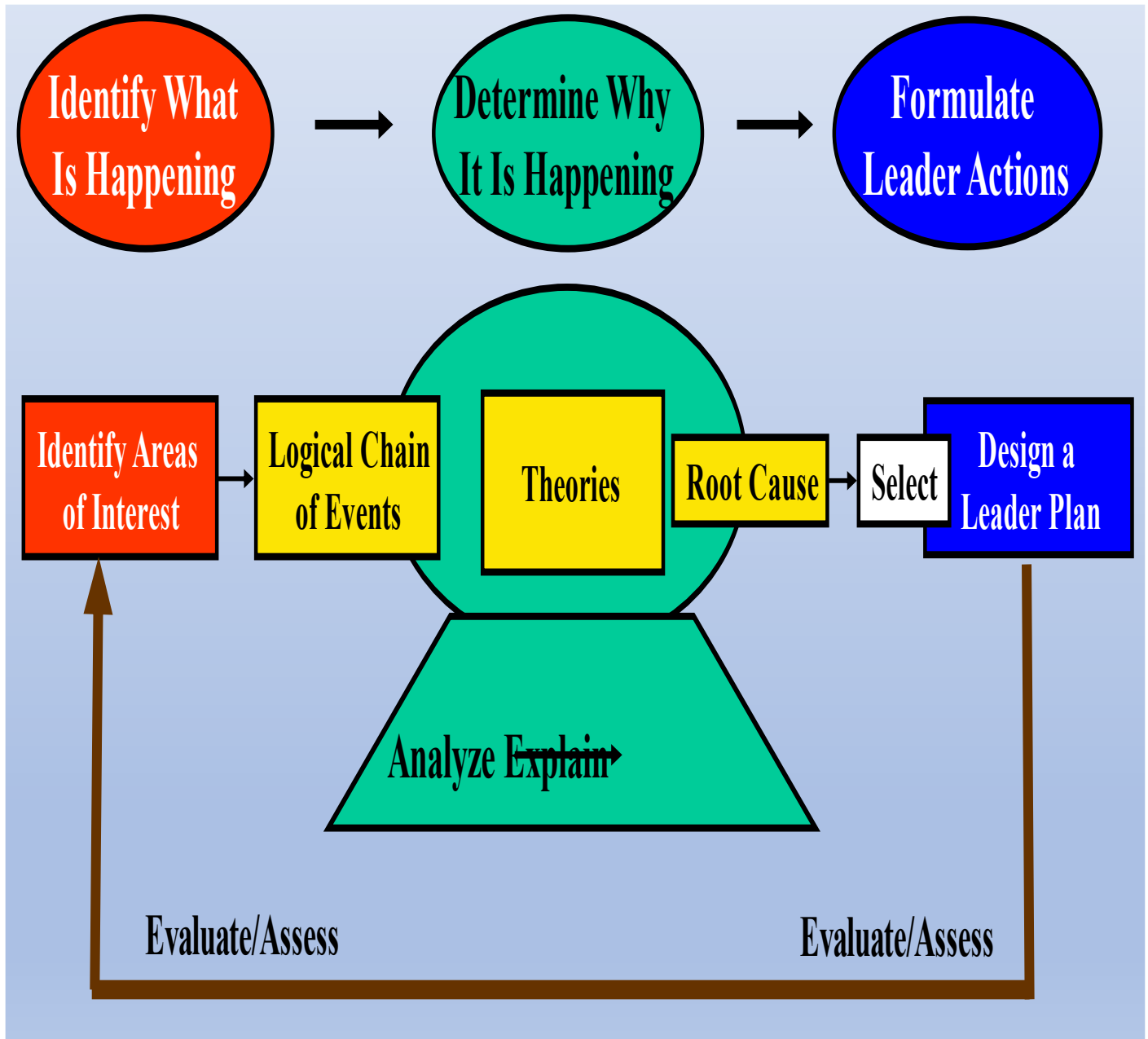
4. Fear conflicts, so become self-effacing and accommodating, idealizing others and “going along” with their wishes, saying “yes” to things they do not really want to do. Fall into conventional roles and expectations. Use philosophies and stock sayings to deflect others.
5. Active, but disengaged, unreflective, and inattentive. Do not want to be affected, so become unresponsive and complacent, walking away from problems, and “sweeping them under the rug.” Thinking becomes hazy and ruminative, mostly comforting fantasies, as they begin to “tune out” reality, becoming oblivious. Emotionally indolent, unwillingness to exert self or to focus on problems: indifference.
6. Begin to minimize problems, to appease others and to have “peace at any price.” Stubborn, fatalistic, and resigned, as if nothing could be done to change anything. Into wishful thinking, and magical solutions. Others frustrated and angry by their procrastination and unresponsiveness.

Unhealthy Levels

The Sleeper

7. Can be highly repressed, undeveloped, and ineffectual. Feel incapable of facing problems: become obstinate, dissociating self from all conflicts. Neglectful and dangerous to others.
8. Wanting to block out of awareness anything that could affect them, they dissociate so much that they eventually cannot function: numb, depersonalized.
9. They finally become severely disoriented and catatonic, abandoning themselves, turning into shattered shells. Multiple personalities possible. Generally corresponds to the Schizoid and Dependent personality disorders.

THE LEADERSHIP THOUGHT PROCESS



Upon promotion to Assistant Finance Director, you are assigned to lead the Water Utility Payments division. You spend the first few weeks observing and building relationships with the five payment supervisors. You already know Yuri Yorg, an Asian American male with an Enneagram Type 1. Yorg lives in your neighborhood and once gave you a discounted quote for building a deck. A recovering alcoholic, Yorg nearly lost his job a decade ago for coming to work intoxicated but has been sober ever since. You regard him as hardworking and principled.

Another supervisor, Rico Ortiz, a Latin American male with an Enneagram Type 8, recently experienced a painful divorce. Now raising two young children on his own, Ortiz takes on extra shifts and weekend work. Despite personal stress, he remains loyal and competent. You trust him enough to consult him regularly and recently supported his decision to waive a payment due to a customer hardship.

Gail Harris, a White American woman with an Enneagram Type 1, is younger and known for her strict adherence to policies. Nicknamed "Robo Clerk" by colleagues, she is often emotionally detached. You find your interactions with her stiff and transactional.

Gary Babb, a White American male with an Enneagram Type 2, is the department's elder statesman. Although well-liked, he tends to avoid leadership responsibilities and prefers routine tasks. You often need to provide Babb with simplified, direct instructions. Recently, when he failed to complete a report, your only response to your manager was, "That's Babb!" You find yourself increasingly unwilling to defend his shortcomings.

Mary Munro, a French American woman with an Enneagram Type 7, brings enthusiasm and energy to the team. You share a connection with her through the employee softball league. She's widely respected and easy to converse with, especially about sports.

On Monday morning, Ortiz approaches you with concern. Over the weekend, an incident occurred at a retirement gathering. One of his clerks, Steve Johnson (a White male in his twenties with an Enneagram Type 9), got intoxicated, became aggressive, and started a verbal and physical altercation with coworkers. Ortiz admits Johnson's temper and drinking habits have been increasingly disruptive. He also shares that Johnson requested a shift change after the incident. Ortiz, usually composed, now seems unsure how to handle the situation.

You consult Yorg, who is already aware of the weekend fight and Johnson's ongoing struggles with alcohol. When you mention assigning Johnson to him, Yorg responds strongly: "Please don't give Johnson to me. I've got enough on my plate. I don't need someone with unresolved anger and drinking problems jeopardizing my shift. Let Harris take him. Tammy Waldron wants a different shift anyway so that you could swap her with Johnson."

Munro agrees with Yorg's suggestion, noting she also wouldn't want Johnson on her shift due to his volatility.

You summon Harris and inform her of the reassignment: Johnson will join her shift, replacing Waldron. You mention his alcohol problem and his recent behavioral outburst. You hand her a complaint form and instruct her to report back to you twice a week. Harris resists, citing her lack

of experience in managing volatile employees and arguing that someone like Yorg, with relevant life experience, would be better suited. You tell her the decision is final and frame it as a "developmental opportunity."

A month passes. Reports show declining productivity on Harris' shift. Rumors emerge that Johnson has shown up to work intoxicated, yet no supervisor has acknowledged it. Harris has stopped submitting updates, and Munro confides that Harris recently interviewed for a job in another city.

You begin questioning why warning signs were missed, how Johnson's behavior was minimized, and whether Harris' shift is now psychologically unsafe. Johnson's patterns—explosiveness, alcohol abuse, and poor emotional regulation—appear to have been normalized or ignored.

- **Identify the Life Cycle Stage for Each Employee & Mindset (Fixed or Growth)**

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

(If necessary, continue listing on another page.)

- **Analyze** the situation using the Leader-Member Exchange Theory.

"When pressure hits, or things get uncertain, what do this group rely on most as a team—**relationships, rules, creativity, or results**—after choosing one of the four, which of the four cultures do you think this group is in? _____

With whom does this leader have In-Group relationships?

With whom does this leader have Out-Group relationships?

What behaviors were most visible in each employee's response to conflict or stress? _____

Whose behavior shifted the most throughout the case—and when? _____

What fears, unmet needs, or unspoken assumptions might each supervisor be carrying based on their Enneagram type? _____

How might unresolved trauma be shaping behavior in this case? _____

What core motivations are driving resistance, disengagement, or emotional withdrawal? ____

Do the facts of the case and your explanation form a pattern that allows you to identify a fundamental or **root cause** (i.e., is there something in the case information that suggests it is the underlying cause of all or most of the Areas of Interest)?

What are the risks of assigning tasks based on surface-level traits rather than emotional readiness? _____

What behavioral warning signs were ignored or downplayed in this case? _____

How might psychological safety—or lack thereof—be contributing to missed reporting, errors, or disengagement? _____

What are the specific risks that come from failing to explore what lies beneath an employee's behavior? _____

In what ways did the leader avoid hard conversations or deeper inquiry?

How did the leader's decisions reinforce or ignore the Human Iceberg model?

What could have been done to help team members feel seen, heard, and supported?

How could coaching conversations have been used to prevent escalation?

RELATIONSHIP MAPPING EXERCISE

Uncovering In-Group / Out-Group Bias & Building Equity

◆ STEP 1: IDENTIFY YOUR DIRECT REPORTS OR TEAM MEMBERS

List each person you supervise, mentor, or influence. Use the table below:

Name	Role	Title	Enneagram Type

◆ STEP 2: MAP RELATIONSHIP BEHAVIORS

For each person, reflect on the quality of your relationship using the following indicators: o this for **each** person individually.

Employee	Indicator	✓ or ✗	Notes / Examples
	I seek their input regularly		
	I trust them with sensitive information		
	I give them opportunities for development		
	I defend them in leadership conversations		
	I provide feedback with care and consistency		
	I know something about their personal story		

◆ **STEP 3: GROUP CLASSIFICATION (In-Group vs Out-Group)**

Based on your answers, classify each team member:

Name	Group	Why?	Briefly explain the dynamic

◆ **STEP 4: SURFACE LATENT ISSUES**

Use the Human Iceberg lens. For any **Out-Group** member:

1. What might they be **feeling but not saying**?
2. What latent fears, traumas, or unmet needs may be influencing their behavior?
3. How might my own Enneagram type be impacting how I perceive them?

4. What **emotional labor** might I have unknowingly assigned to them?

◆ **STEP 5: ACTION PLANNING FOR EQUITY & TRUST**

For each Out-Group member, commit to one relational action in the next 30 days:

Name	Action I Will	By When

Final Reflection

- Where am I unintentionally creating inequity?
- How does my trust style (Enneagram-informed) affect who I draw close?
- What emotional risks do I need to take as a leader to repair trust?