SELF-AWARENESS TOOLS
Alberta Dispute Resolution Network
September 17, 2014

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INTRODUCTION TO POLARITY MANAGEMENT

Both/and thinking allows leaders to be more successful during times of ambiguity, complexity, and rapid change. This is in the realm of Complex Systems, where more and more of a leader’s time is spent. Polarity Management, originally developed by Barry Johnson, is a powerful way for individuals, groups and systems (me, we, and us) to grow in this direction.

What is a polarity?

- A polarity is a pair of interdependent positive concepts that need to work together for sustainable and optimal effectiveness, such as Consistency & Change.
- This is in contrast to opposites with one positive and one negative pole such as Generous & Selfish, Strong & Weak, and Confident & Insecure.
- Most leaders tend to have a positive view of one side of a polarity and a negative view of the other. That is, one side is privileged and the other becomes discounted, judged or ignored.

For example, in the polarity of Individual Focus & Contextual Focus, some leaders over-privilege the Individual side. They see everything in terms of individual accountability, and see people who focus on organizational culture as making excuses for poor performance. Less frequent are those who over-privilege organizational responsibility and then do not hold individuals accountable for their performance.

Wars are fought in organizations over the Consistency & Change polarity, especially in times of change and transition.

- Tradition Bearers focus their attention on the strength of what is already working (Consistency) and are afraid of the downside of Change which they see as Chaos. They might say, “Don’t throw out the baby with the bathwater! We’re already doing well! Slow down!”
- On the other hand Crusaders focus their attention on what needs to change, and are afraid of the downside of Consistency which they see as Stagnancy. “If we don’t change we’ll perish! Can’t you see that we’re at risk here?!"
- One of the most important Change Management perspectives is seeing the wisdom in both perspectives and being aware that the sustainable success of the organization depends on the effective integration of both.
Why are polarities important?

- Some leadership issues are simply problems to solve. A right answer can be reached through sufficient thought, such as what software program to choose for a particular application.
- However, most leadership problems involve more complexity than that, where the outcome isn’t predictable, and frequently require the ongoing management of tension between two or more seemingly opposite but nevertheless interdependent values. If leaders don’t recognize polarities and the value each pole brings, their solutions and their systems will be less effective and sustainable over time.
- For most leadership situations both/and thinking in order to optimally lead the organization forward.

Another polarity example is Reflection & Action. It’s important for leaders, their teams and their organizations to make time to step back and consider options. It’s also important for them to be actively engaged in action.

- What happens when they over-do Reflection and pay insufficient attention to Action? They just sit around talking and productivity suffers, while judging those who rush into action.
- What happens when they over-do Action and pay insufficient attention to Reflection? They stay very busy, work long hours, but often are working inefficiently or even on the wrong things, while judging those who are sitting around and “just talking when there’s work to get done.”
- The most effective leaders, teams and organizations see the tension between poles of a polarity as requiring ongoing management over time. Sometimes more attention is appropriately paid to one pole, sometimes more to the other, and anywhere in between. They monitor when they get into the downside of either one (in the example of Reflection & Action, frantic disorganized busy-ness or analysis paralysis). They understand that there isn’t a “right” answer. They also understand that the poles of a polarity, like Reflection & Action, are interdependent and need each other in order to optimize the effectiveness of either one and the system. They are interrelated parts of a greater whole.

Another example of a polarity that tends to not be managed well in organizations is Advocacy & Inquiry. In order to have an effective dialogue and optimize organizational results, it is essential to balance Advocacy (taking a strong stand) with Inquiry (asking questions of others to understand their perspective). Similarly, high performance organizations effectively manage the tensions of Individual Action & Collaboration and Guidance & Freedom.
Do most leaders manage polarities well?

- In a word, no. They tend to over-value one and neglect or fear or devalue the other. This leads them to make overly simplistic decisions that sub-optimize productivity and engagement.
- For example, there is a polarity Forceful & Enabling. Forceful leaders provide clarity of direction, hold people accountable, and are willing to take a strong stand. Enabling leaders listen well, empower, and support. Most leaders over-do one of these poles and under-do the other, and then use language to support that imbalance. It is common for organizational cultures to reward favoring Forceful over Enabling, yet both quality and engagement suffer as a result.

Leaders can build their capacity to manage polarities effectively by:

- Examining the wisdom embedded in what may be interpreted as the undesirable or opposite pole in a polarity that they or their context may reinforce, and the potential downside of what is currently being privileged, especially when it’s over-done at the expense of the other
- Examining their own biases and assumptions, and those of the organizational culture, because most organizational cultures are “lopsided” in privileging one side and discounting the other
- Understanding that both poles of a polarity need to be optimized for sustainable operational excellence and a high performance system, and that each pole requires the integration of the other side in order to bring out the wisdom of both poles. This is a dynamic tension to be managed over time, not a problem to be solved.
- Understanding that over-privileging one pole over another will also jeopardize their preferred pole over time.
- Seeing that the goal is to optimize the wisdom and gifts of both poles while minimizing the downside of each
- Recognizing that either/or fights, stemming from either/or thinking, push the organization into the lower aspects of both poles
Reflection: Strong  Moderate  Neutral  Moderate  Strong
Action: Strong  Moderate  Neutral  Moderate  Strong
Stability: Strong  Moderate  Neutral  Moderate  Strong
Change: Strong  Moderate  Neutral  Moderate  Strong
Ordered: Strong  Moderate  Neutral  Moderate  Strong
Flexible: Strong  Moderate  Neutral  Moderate  Strong
Individual Action: Strong  Moderate  Neutral  Moderate  Strong
Collaboration: Strong  Moderate  Neutral  Moderate  Strong
## Polarity Examples

### Part & Whole
- Individual & Group
- Individual & Team
- Individual & Organization
- Individual & Community
- Individual & Country
- Individual & World
- Team & Department
- Team & Organization
- Department & Division
- Department & Organization
- Organization & Community
- Organization & Society

### Self & Other
- My Interests & Your Interests
- My Interests & Team Interests
- Our Interests & Their Interests
- Our Team & Other Teams
- Our Department & Other Departments
- Organizational Needs & Customer Needs
- Care for Self & Care for Others
- True to Self & Loyalty to Others

### Communication
- Inquiry & Advocacy
- Listening & Declaring
- Prudence & Transparency
- Diplomacy/Respect & Candor
- Receptive & Expressive

### Agency & Communion
- Independence & Dependence
- Differences & Commonalities
- Individual Action & Collaborative Action
- Asserting & Accommodating
- Need to be autonomous & Need to belong
- Differentiation & Integration
- Individual Responsibility & Contextual Responsibility
- Individual Effort & Group Effort
### Attitude
- Optimism & Realism
- Courage & Caution
- Excited & Reserved
- Compassion & Detachment
- Confidence & Humility
- Humor & Seriousness
- Knower & Learner

### Active & Passive
- Participation & Observation
- Activity & Rest
- Action & Reflection

### Leadership Versatility
- Operational & Strategic
- Forceful & Enabling
- Management & Leadership
- Consistency & Change
- Ordered & Flexible
- Control it Myself & Empower Others
- Planning & Implementing
- Directive decisions & Participative decisions
- Detail & Big Picture
- Directing & Allowing
- Structure & Freedom
- Process & Results

### Thinking Styles
- Objective & Subjective
- Linear & Nonlinear
- Absolute & Relative
- Spontaneous & Disciplined
- Dynamic Solutions & Linear Problem Solving
- Received Knowledge & Examined Knowledge
- Principled & Practical
- Planned & Spontaneous
- Discernment & Intuition
- Knowing & Mystery

### Inner & Outer
- External Features & Internal Qualities
- Intrinsic Reward & Extrinsic Reward
- Internal & External
- Subjective & Objective

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<tr>
<th>Relating to Others</th>
<th>Convergent &amp; Divergent</th>
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<tbody>
<tr>
<td>• Appreciative &amp; Evaluative</td>
<td>• Simplicity &amp; Complexity</td>
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<td>• Conditional Regard &amp; Unconditional</td>
<td>• Focused &amp; Expansive</td>
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<tr>
<td>Regard</td>
<td>• Make a Commitment &amp; Keep Options</td>
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<td>• Harmony &amp; Discord</td>
<td>Open</td>
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<tr>
<td>• Competing &amp; Collaborating</td>
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<td>• Inclusion &amp; Exclusion</td>
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<td>• Accepting &amp; Challenging</td>
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<td>• Learner &amp; Teacher</td>
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<td>• Initiator &amp; Follower</td>
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<th>Same &amp; Different</th>
<th>Work Product</th>
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<tr>
<td>• Diverse &amp; Homogenous</td>
<td>• Cost &amp; Quality</td>
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<td>• Innovation &amp; Tradition</td>
<td>• Aesthetics &amp; Functionality</td>
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<tr>
<td>• Rules &amp; Flexibility</td>
<td>• Efficiency &amp; Quality</td>
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<td>• Creative &amp; Standardized</td>
<td>• Efficiency &amp; Effectiveness</td>
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<th>Other</th>
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<td>• Centralized &amp; Decentralized</td>
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<tr>
<td>• Thinking &amp; Feeling</td>
<td></td>
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<tr>
<td>• Managing Job &amp; Managing Career</td>
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<tr>
<td>• Vision &amp; Reality</td>
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Drawn from different sources including Barry Johnson, Margaret Seidler, Beena Sharma & Susanne Cook-Greuter and our own work

2.11
**Drawing a Polarity Map**

1) Choose a polarity that you think would be useful to explore.
2) Draw a 2 x 2 matrix with space to write the polarity, then put “+” to the left of the top row and a “-” to the left of the bottom row. For this example we’ll use Task & People.
3) You often will have an idea which of the two is over-privileged, or biased, by you or others. For example, in most organizations Action is privileged over Reflection, and Operational over Strategic. Canada tends to over-privilege Careful over Candor. Put the over-privileged term on the left and the other on the right. The order doesn’t matter if you’re not sure.
4) Explain that the top left box is for what’s good about that pole. In our example, “What’s good about being Task focused?” You might hear “get things done” or “success.”
5) After you’ve gotten a few words or phrases, move to the top right. In our example, “OK, now, what’s good about being People focused?” You might hear “engagement” or “morale.”
6) Then explain that the bottom left is not what is bad about being Task focused. Rather, it’s “What happens if we over-privilege Task over People? That is, what happens if we make focusing on Task very important at the expense of being focused on People?” You might hear “demotivate” or “upset.”
7) Then move to the bottom right: “This is not about what’s negative about being People focused. It’s what happens if we make a focus on People very important at the expense of being focused on Task?” You might hear, “Work doesn’t get done” or “failure.”
8) Help people see what happens when we over-privilege either side. For example, even if someone really wants to focus on Task, if they over-privilege Task they get the downside, demotivated, upset employees who will not be optimally engaged to get the Task done. Similarly, even if someone really cares about People, when there is not enough focus on Task then people feel lack of direction, become demoralized or disengaged, and can even lose their jobs. So no matter which one is initially more important to you, over-privileging that side will eventually undermine that side.
9) Then look at the very top box. Ask, “What would people who are Task focused and those who are People focused both agree on?” This is the desired outcome. It might be, “Sustainable high performance with highly engaged employees.” Then look at the very bottom box. This is what both would agree they are afraid of. It might be, “Poor results, low morale, lose good people.” It help when people who privilege either side see that they actually agree on a deeper level.
At times we also make notes on the right and left side of the polarity map. On the left would be, “What would be some red flags that our team or organization was starting to over-privilege Task over People?” and then, “If we saw those, what are some actions we could take?” The same would be on the right side, with initial red flags for over-privileging People over Task.
Developmental Thinking

Complexity  
Ambiguity  
Rapid Change

Either/Or  
“Bad Fish”™  
“My Position”  
Convince Mode  
“Right Answer”  
Minimal Reflection & Self-Awareness

Supported by most organizational contexts, and  
how most people think

Both/And  
Context/System – Pond Thinking™  
Perspective Taking – in other’s shoes  
Perspective Seeking – supports collaboration  
Multiple Factors – effective problem-solving  
Reflection/Self-Awareness - cultivated

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<table>
<thead>
<tr>
<th>Level of Agility</th>
<th>View of Leadership</th>
<th>Agility in Pivotal Conversations</th>
<th>Agility in Leading Teams</th>
<th>Agility in Leading Organizational Change</th>
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<tbody>
<tr>
<td>Expert (~45%)</td>
<td>Tactical, problem-solving orientation. Believes that leaders are respected and followed by others because of their authority and expertise. Looks for who or what is at fault.</td>
<td>Style is either to strongly assert opinions or hold back to accommodate others. May swing from one style to the other, particularly for different relationships. Tends to avoid giving or requesting feedback.</td>
<td>Creates a group of individuals rather than a team. Work with direct reports is primarily one-on-one. Too caught up in the details of own work to lead in a strategic manner.</td>
<td>Organizational initiatives focus primarily on incremental improvements inside unit boundaries with little attention to stakeholders.</td>
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<tr>
<td>Achiever (~35%)</td>
<td>Strategic, outcome orientation. Believes that leaders motivate others by making it challenging and satisfying to contribute to larger objectives.</td>
<td>Primarily assertive or accommodative with some ability to compensate with the less preferred style. Will accept or even initiate feedback, if helpful in achieving desired outcomes. Attempts to stay “resonant” even under stress.</td>
<td>Meetings to discuss important strategic or organizational issues are often orchestrated to try to gain buy-in to own views. Considers impact of context on team performance.</td>
<td>Organizational initiatives include analysis of internal and external contexts. Strategies to gain stakeholder buy-in range from one-way communication to soliciting input.</td>
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<tr>
<td>Post-Heroic levels</td>
<td></td>
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<tr>
<td>Catalyst (~5%)</td>
<td>Visionary, facilitative orientation. Believes that leaders articulate an innovative, inspiring vision and bring together the right people to transform the vision into reality. Leaders empower others and actively facilitate their development. Leaders integrate the value of Living Systems*.</td>
<td>Adept at balancing assertive and accommodative styles as needed in particular situations. Likely to articulate and question underlying assumptions in people and systems. Genuinely interested in learning from diverse viewpoints. Proactive in seeking and utilizing feedback. Holds “resonance” as a deep value.</td>
<td>Intent upon creating a highly participative team. Acts as a team leader and facilitator. Provides and seeks open exchange of views on difficult issues. Empowers direct reports. Uses team development as a vehicle for leadership development. Impacts the organization’s culture to optimize engagement.</td>
<td>Organizational initiatives often include development of a culture that promote teamwork, participation, empowerment and other important factors. Proactive engagement with diverse stakeholders reflects a belief that their input increases the quality of decisions, not just buy-in.</td>
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<tr>
<td>Co-Creator (~4%)</td>
<td>Oriented toward building effective contexts &amp; cultures. Support shared purpose &amp; collaboration. Believe leadership is ultimately a service to others. Leaders collaborate with other leaders to develop and embody a shared vision that others experience through the power of Living Systems *</td>
<td>Integrates his/her assertive and accommodative sides in pivotal conversations and is agile in using both styles. Consistently considers the impact of context. Able to process and seriously consider negative feedback and maintain resonance even when highly charged emotionally.</td>
<td>Develops a collaborative leadership team, where members feel full responsibility not only for their own areas but also for the unit/organization they collectively manage. Balances collaboration with taking authority. Addresses culture as the major driver of performance and behavior.</td>
<td>Focuses first on developing an organizational culture that is a catalyst for change, including understanding the most important factors. Develops key stakeholder relationships characterized by deep levels of mutual influence and genuine dedication to the common good. May create companies or organizational units where corporate responsibility and deep collaboration are core practices.</td>
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* This sentence in the original has been altered to reference Meg Wheatley’s “living systems approach,” where meaning, connection and growth are the primary drivers of engagement, and these occur through organizational identity (who we are), purpose (what we’re here for), and values (what matters to us). See Meg Wheatley’s work for more detail.

This chart combines the work of Clear Impact with the seminal work on Leadership Agility from Bill Joiner & Stephen Josephs (2207) with Permission of the authors. Clear Impact takes responsibility for all additions to the original work.
NEO CORTEX
The ‘Thinking’ Brain
Left
Words
Patterns
Sequences
Analysis
Right
Creativity
Imagination
Whole picture

LIMBIC BRAIN
The ‘Feeling’ Brain
• Five senses
• Connection
• Emotional memory
• Context

PREFrontAL CORTEX
The ‘Mindful’ Brain
• Body regulation
• Attuned communication
• Fear modulation
• Response flexibility
• Insight
• Empathy
• Moral awareness
• Intuition

REPTILIAN BRAIN
The ‘Survival’ Brain
• Basic body systems
• Desire to avoid harm
• Fight/flight/fright
• Knee-jerk response
• Instinct

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Pond Thinking™

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Bad Fish!™
Exploring the Enneagram

The Enneagram is a typology system, a way of understanding differences among people. It is the most powerful system we know for understanding and developing self and others. We have attached a description we used in the past with our organizational clients. It is in need of updating, and does not reflect our newest thinking, but it is a good start.

The Enneagram has remarkably power and depth. The first and most powerful application is for self-awareness and development. Catalyst-level leaders are continually deepening their understanding of their own filters, blinders, and unique worldview. It is only through this continual investigation that they increase their ability to be optimally effective. An integral part of the foundation for Catalyst-level leaders is ongoing core self-honesty, coupled with the willingness to let go of what no longer serves them and others with whom they work. We have never found anything close to the Enneagram in its ability to facilitate this process.

Our favorite Enneagram authors are Don Riso and Russ Hudson. Don just recently passed away. We are both Certified Enneagram Teachers through Riso & Hudson’s Enneagram Institute. An excellent introduction is Discovering Your Personality Type. Their best book coming from a more personal growth orientation is The Wisdom of the Enneagram. Business-centric books include Ginger Lapid-Bogda's Bringing Out the Best in Yourself at Work, Oscar David’s The Enneagram for Managers and Michael Goldberg’s The Nine Ways of Working.

For websites check out The Enneagram Institute, www.enneagraminstitute.com. Joining is free, and they have much valuable information. We have included on the next page some ideas about how to begin investigating their website. They have a short free inventory you can take that we find can be misleading, and a longer inventory for $10. It’s important to know, however, that we’ve stopped recommending our clients take even the longer inventory. While the inventory may be helpful for typing, it absolutely cannot be relied on for determining your type, and most people put too much stock in the numerical results. Reliably determining type takes more reading and/or work with an experienced Enneagram teacher. We also use an assessment that we see as more reliable. Other websites include the International Enneagram Association, http://www.intl-enneagram-assn.org/.

Let us know if you have any further questions.

Warmly
Joel & Sandra
Exploring the Enneagram Institute Website

1. Go to www.enneagraminstitute.com
2. Go to the Free Members Only section and register as a member – it’s free
3. Click on Enneagram Materials
4. Read #3, the Nine Types and Four Key Descriptors. Which of those, on first reading, seem to best describe you?
5. Read #4, The Nine Types in Brief. Now, reading in more details, which ones now seem to best describe you?
6. At the top of the page click on any of the links, e.g. Free RHETI Sampler Test or Free Quick Enneagram Sorting Test. This brings you to a page with a list of menu options on the left. We don't recommend you take these tests unless you do so with a HUGE grain of salt. We find that many people are mistyped through this process, and then carry that bias when reading about the types. The reason for this mistyping is because the Enneagram is about your governing variables - what actually drives your behavior, rather than the behavior itself - and many factors influence how you act and how you feel, including cultural factors. If you take the assessments, and answer as you would have when you were in your late 20's, your actual type is likely to be in your top three scores, but the odds of the assessment correctly identifying your type are much too low to have the results be reliable.
7. On the left click on How the System Works for a good overview of the Enneagram.
8. Then click on Enneagram in Business and read this page. Go down to “Links to the Other Business Pages” and click on Introduction, The 9 Types, Guidelines and read the type descriptions with more business-oriented language.
9. At this point you should have some good general ideas about your possible type (perhaps having an idea that it’s between two or three types). If you are a more visual learner, click on the links on this page (Type One, Type Two, etc.) ad read more about the types. If you are more of an auditory learner, click on Free Streaming Audio on the left and listen to Don Riso describing the types.
10. You will find much more useful information on this website. Have fun exploring!
The Enneagram
Gateway to High Performance

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V10.4

Levels of Presence & Freedom

Values-Based Freedom

Values-Based Freedom

Levels of Presence & Freedom

Presence
Deep Wisdom
Social Value

Self-Awareness
“On Automatic”
Exaggeration

Survival
Delusion & Compulsion
Pathological Destructiveness

Self-Centered

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Levels of Presence & Freedom

Values-Based Freedom

Social Value
Self-Awareness
“On Automatic” Exaggeration
Survival
Self-Centered

Nine Strategies

- Each type is striving to feel in a particular way—we’re looking for a particular experience
- We’ll then think and act in ways that will support that feeling
- Strategies can be adaptive or maladaptive
Type Eight: The Challenger

- **Striving:** To be Powerful

- The Powerful, Dominating Type:
  - Self-confident, decisive, willful & confrontational

Type Eight: Challenger

- **Essence:** Initiating, strength, realness, immediacy, aliveness
- **Strategy:** Be strong, don’t be controlled
- **Passion:** Intensity/Forcefulness - push, using more energy than needed
- **Fixation:** Objectifying
Key Elements: Type Eight

- **In Search Of:** Survival (physical & legacy)

- **Healthy Sense of Self:** “I am a strong, assertive, self-reliant person.”

- **Hidden Complaint:** “I am fighting for my survival—others would take advantage of me.”

- **Main Temptation:** To think they are completely self-sufficient; to look for opportunities to assert self

---

Key Elements: Type Eight

- **Dislikes** indecisiveness and indirectness
- **Attracted to** strength and strategic action

- **Basic Desire:** (+) Sense of confidence, empowerment; (-) To protect themselves

- **Secondary Fear:** Becoming weak and vulnerable; losing their independence
Speaking Style

- Bold
- Authoritative
- Big picture
- Strategic
- Intensity of language
- Impatient with details
- Blame others if feel blamed

Body Language

- Powerful presence
- Intense nonverbal cues
- Glare
- Jumps in to situations that appear out of control

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Blind Spots

- Silence speaks as loudly as words
- Keeping people off balance
- The intensity of their energy, even when holding back
- How they intimidate others
- Protection of vulnerability

Type Nine: The Peacemaker

- Striving: To be Peaceful

The Easygoing, Self-Effacing Type:
- Calm, reassuring, agreeable & complacent
Type Nine: Peacemaker

- **Essence:** Sense of belonging, having a place in the world
- **Strategy:** Feel calm, peace and harmony
- **Passion:** Inertia/Disengagement – giving up on oneself, it’s no use, not worth it
- **Fixation:** Ruminating/Daydreaming – create and then protect place in mind where everything is OK, safe, peaceful

Key Elements: Type Nine

- **In Search Of:** Harmony and stability
- **Healthy Sense of Self:** “I am a peaceful, easygoing person”
- **Hidden Complaint:** “I am content—others pressure me to change.”
- **Main Temptation:** To avoid conflicts and self-assertion
Key Elements: Type Nine

- Dislikes tension and conflict
- Attracted to harmony and stability
- **Basic Desire:** (+) Connection with the world; (-) Peace of mind and wholeness
- **Secondary Fear:** Losing peace of mind; having any tensions with others

Speaking Style

- Rambling with nonessential details
- Sequential
- May say yes and mean no
- “Uh huh” doesn’t mean yes or no

Enneagram Type 9: The Peacemaker

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

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Body Language

- Relaxed
- Easy going
- Friendly
- Smiling
- Undisturbed
- Few displays of strong emotion
- Resistance to pressure
- Face may be animated without body being animated

Blind Spots

- Losing their own positions
- Passive aggressive behavior
- Their own anger
- Others tuning them out
- Others’ frustration at difficulty in making tough decisions
- Acting in ways that hurt their credibility
Type One: The Reformer

- **Striving**: To be Perfect

- **The Rational, Idealistic Type**:
  - Principled, purposeful, self-controlled & perfectionistic

---

Type One: Reformer

- **Essence**: Sense of goodness, dignity, see it in everything, that’s my special mission

- **Strategy**: Correct self and others to align with principles, do the right thing

- **Passion**: Resentment – chronic simmering anger, frustration, others don’t care as much, self-control

- **Fixation**: Judging – the more I strive for goodness, the more it recedes; never good enough
Key Elements: Type One

- **In Search Of:** Integrity and improvement

- **Healthy Sense of Self:** “I am a reasonable, objective person.”

- **Hidden Complaint:** “I am right most of the time—others should listen to me.”

- **Main Temptation:** Extreme sense of personal moral obligation

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Key Elements: Type One

- **Dislikes sloppiness and error**
- **Attracted to order and high standards for self and others**

- **Basic Desire:** (+) To have integrity, alignment with Truth; (-) To be good

- **Secondary Fear:** Their subjective feelings and impulses will lead them astray
Speaking Style

- Direct
- Precise
- Ought/should
- Right/wrong
- Defensive if criticized
- Moralistic

Body Language

- Core tight muscles, often in lips/jaw
- Straight posture
- Direct eye contact
- Judgmental appearance
Blind Spots

- Appearing critical
- Judgment in voice
- Seeing own impatience & anger
- Tightly holding onto own position

Enneagram Type 1: THE REFORMER
The Rational, Idealistic Type Principlled, Purposeful, Self-Controlled, and Perfectionistic.
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Type Two: The Mentor/Helper

- Striving: To be Connected

- The Caring, Interpersonal Type:
  - Caring, generous, people-pleasing & intrusive
Type Two: Helper/Mentor

- **Essence**: Sweetness, attunement to needs of others, being of compassionate service
- **Strategy**: Be valued for helping others
- **Passion**: Pride – false humility, ignore own needs
- **Fixation**: Ingratiation - selective

Key Elements: Type Two

- **In Search Of**: Intimacy

- **Healthy Sense of Self**: “I am a caring, loving person.”

- **Hidden Complaint**: “I am always loving—others take me for granted.”

- **Main Temptation**: Find others to take care of
Key Elements: Type Two

- Dislikes solitude and impersonal dealings
- Attracted to service and making personal connections
- Basic Desire: (+) To know love; (-) To feel love
- Secondary Fear: Their own needs and negative feelings will harm their relationships

Speaking Style

- Compliments/flattery
- Questions about you
- Soft voice
- Focus on content of others
- Few references to self
- “How can I be helpful?”
- Defending significant others
Body Language

- Touching
- Direct soft eye contact
- Open
- Smiling, friendly

Blind Spots

- Own needs, neediness
- Not seeing resentment of others
- Self-pride
- How flattery can be insincere
- Quickly disengages if not interested in other

Enneagram Type 2: THE HELPER
The Caring, Interpersonal Type: Generous, Demonstrative, People-Pleasing, and Possessive.
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Type Three: The Achiever

Striving: To be Outstanding

The Success-Oriented, Pragmatic Type:
- Adaptable, self-developing, efficient & image-conscious

Type Three: Achiever

Essence: Open-hearted sense of radiance, and the joy of bringing that into form

Strategy: Be successful and adaptable

Passion: Vanity – desperate desire to feel valuable

Fixation: Deceit/Self-Deception
Key Elements: Type Three

- **In Search Of:** Acceptance and validation
- **Healthy Sense of Self:** “I am an outstanding, effective person.”
- **Hidden Complaint:** “I am a superior person—others are jealous of me.”
- **Main Temptation:** To constantly push themselves to be “the best”

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Key Elements: Type Three

- **Dislikes ineffectiveness and distraction**
- **Attracted to success and recognition**
- **Basic Desire:** (+) To know they have value & worth; (-) To feel valuable
- **Secondary Fear:** Others will reject them or be disappointed by them
Speaking Style

- Focused
- Positive
- Self-promoting
- Efficient
- Logical
- Action-oriented
- Confident
- “Spin”—everything’s a win
- Impatience

Body Language

- Polished image
- Confident
- Projecting the “right” feeling
- Impatience with lack of progress, having to wait for others
- Regularly check reactions of others
- Let others know when their time is up
Blind Spots

- Stepping over people
- Self-promotion
- Hard to get to know deeply
- Shape shifting
- Inauthenticity/image
- Lack of real emotional depth
- Rushing or dismissing others
- Appearing abrupt
- Seeming insincere
- Avoiding talking about own failings

Type Four: The Individualist

- Striving: To be Unique
- The Sensitive, Withdrawn Type:
  - Intuitive, expressive, individualistic & temperamental
Type Four: Individualist/Designer

- ** Essence:** Mystery of our true identity: depth, beauty, and intimacy
- ** Strategy:** Be unique and special
- ** Passion:** Envy – I’m different from others, short-changed, misunderstood
- ** Fixation:** Fantasizing – Stories to support sense of disconnection, all that went wrong

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Key Elements: Type Four

- **In Search Of:** Identity

- **Healthy Sense of Self:** “I am an intuitive, sensitive person.”

- **Hidden Complaint:** “I don’t really fit in—I am different from others.”

- **Main Temptation:** To overuse imagination in search of self.
Key Elements: Type Four

- Dislikes uniformity and regulation
- Attracted to creativity and putting personal mark on things
- **Basic Desire:** (+) To know their true identity; (-) To be themselves
- **Secondary Fear:** Losing touch with their inner states, their sense of self

Speaking Style

- Talks a lot about self
- Emotional tone
- Talks about feelings
- Taking things personally
- Asks personal questions
Body Language

- Unique style, dress
- Talk with hands
- Lamenting tone
- Eyes may appear moist or sad
- Appear to be focused inward
- Intense
- Demand your undivided attention

Enneagram Type 4: THE INDIVIDUALIST
The Sensitive, Withdrawn Type: Expressive, Dramatic, Self-Absorbed, and Temperamental.
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Blind Spots

- Self-indulgence
- Not really so special
- What's going right

Enneagram Type 4: THE INDIVIDUALIST
The Sensitive, Withdrawn Type: Expressive, Dramatic, Self-Absorbed, and Temperamental.
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**Type Five: The Observer/Investigator**

- **Striving:** To be Knowing

- **The Intense, Cerebral Type:**
  - Perceptive, innovative, secretive & detached

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**Type Five: Investigator/Observer**

- **Essence:** Capacity to be illuminated and to illumine, getting to the essence (white light) and to dispel illusion (black light)

- **Strategy:** Build understanding

- **Passion:** Avarice – stingy heart, hoarding of self, afraid of making contact

- **Fixation:** Conceptualizing/Retention
Key Elements: Type Five

- In Search Of: Mastery
- Healthy Sense of Self: “I am an intelligent, perceptive person.”
- Hidden Complaint: “I am so smart—others can’t understand me.”
- Main Temptation: To replace direct experience with concepts.

Key Elements: Type Five

- Dislikes intrusions on time and space
- Attracted to depth and learning
- Basic Desire: (+) To have knowingness of what’s real; (-) To be capable & competent
- Secondary Fear: Their perceptions are insufficient to give them correct orientation
Speaking Style

- Short, terse comments or long detailed explanations (treatise)
- Shares thoughts, not feelings
- Reveal little about themselves
- Often quiet in meetings
- Words carefully chosen

Body Language

- Observing
- Eyes take a lot in without revealing much
- Limited body language, not animated
- Can seem intense
- Stand-offish
- Self-controlled
- Wide personal boundaries
Blind Spots

- Coming across as aloof
- Appearing arrogant or condescending
- Not exhibiting warmth
- Not revealing enough to be understood by others
- Overwhelming others with details

Type Six: The Troubleshooter

- Striving: To be Secure

The Committed, Security-Oriented Type:
- Committed, responsible, anxious & suspicious
Type Six: Troubleshooter

- **Essence**: Quality of awareness, wisdom & guidance, serving the higher good
- **Strategy**: Find guidance and support
- **Passion**: Anxiety/Angst - awareness devolves into vigilance, watchfulness, vigilance, suspicion, even paranoia.
- **Fixation**: Doubting, Worrying - false wakefulness, keep self scared, like guard trying to stay on duty

Key Elements: Type Six

- **In Search Of**: Security and safety
- **Healthy Sense of Self**: “I am a committed, dependable person.”
- **Hidden Complaint**: “I do what I am supposed to do—others don’t.”
- **Main Temptation**: With cycles of indecision, seek others for reassurance.
Key Elements: Type Six

- Dislikes unpredictability and rapid change
- Attracted to clear structures and foresight
- Basic Desire: (+) Sense of orientation & solidity; (-) To have support and guidance
- Secondary Fear: Losing their security, their feeling of belonging

Speaking Style

- Syncopated or bold and confident
- Worries, concerns
- What if..........
- Setting boundaries
- Sense of duty

Enneagram Type 6:
THE LOYALIST

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

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Body Language

- Face shows worry
- Eyes dart, or very direct
- Scanning for danger

Enneagram Type 6: THE LOYALIST
The Committed, Security-Oriented Type: Engaging, Responsible, Anxious, and Suspicious.
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Blind Spots

- Being seen as negative
- Hanging onto structures that no longer work
- Self-doubt and anxiety lead others to question competence
- Others see the worry

Enneagram Type 6: THE LOYALIST
The Committed, Security-Oriented Type: Engaging, Responsible, Anxious, and Suspicious.
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Type Seven: The Enthusiast

- **Striving:** To be Excited

- The Busy, Fun-Loving Type:
  - Spontaneous, versatile, talkative & scattered

Type Seven: Enthusiast

- **Essence:** Freedom, quiet joy, delight in existence, infinite possibility, abundance, fulfillment
- **Strategy:** Seek stimulating experiences
- **Passion:** Gluttony – don’t know what I really need, so get as much as possible
- **Fixation:** Anticipating – “joy” in thinking about options, but it’s not deeply satisfying
Key Elements: Type Seven

- In Search Of: Satisfaction and fulfillment

- Healthy Sense of Self: “I am a happy, enthusiastic person.”

- Hidden Complaint: “I am happy—if others gave me what I wanted, I’d be happier.”

- Main Temptation: To think that fulfillment is somewhere else

Key Elements: Type Seven

- Dislikes limitations and routines
- Attracted to new possibilities and excitement

- Basic Desire: (+) To have sense of freedom & openness; (-) To be satisfied and content

- Secondary Fear: Their freedom and happiness will be lost; their needs will not be met
Speaking Style

- Upbeat
- Bright-eyed
- Engaging
- Story telling
- Optimistic
- Spontaneous
- Flurry or words
- Shifting from topic to topic
- Sharp-tongued at times
- Avoiding negatives

Body Language

- Animated face
- Active hand/arm gestures
- Easily distracted
- Smiling, bright-eyed
- Up tempo voice
- Can quickly become impatient or irritable
- Charming
Blind Spots

- How behavior leads others to take them less seriously
- How rapid shifts are distracting to others
- Haven’t taken the time to absorb needed information
Ennea-Type One
Striving to be Perfect

Ones at a Glance
Ones interact with the world by Striving to be Perfect. They are often models of decorum, clear logic and appropriate behavior. They focus on rules, procedures and making sure that they are always doing the “right thing.” When they overdo their Striving to be Perfect they can become critical, judgmental and unwilling to take risks. Under stress, Ones may fear that if they have too much fun they will become irresponsible.

Chief Asset: Precision. Ones are precise and methodical in their approach to life. They have an ability to make clear, logical decisions about appropriate action and behavior.

What They Like in Others: Competence, high quality, adherence to principles and procedures.

What They Dislike in Others: Emotionalty, illogical behavior, rule breaking.

How They Frustrate Others: Perfectionism, pessimism, rigidity, judging.

Approach to Problem Solving: “We need to be logical about this and do the correct thing.”

Belief About Work: “Things work best when everyone follows the rules.”

How Others See Ones: Rational, proper, conscientious, disciplined, and discerning, but sometimes rigid, critical, condescending, humorless, and remote.

Ones Get Into Trouble When They Tell Themselves: “I know how things should be. I can improve myself, my environment, and others to fit my ideals.”

Blind Spot: Criticism. Ones are often unaware of their tendency to be critical and its affect on their relationships. They are on a mission to set the world straight. Their attempt to do so often comes across as criticism and nagging. Ones believe that they know how things should be and feel that they have an obligation to fix the flaws in their environment. They feel that they are only trying to be helpful and are often surprised when others interpret their comments as a criticism.

Support Strategy: Striving to be Unique
Ones are often capable of standing up for what they believe in the face of disagreement with everyone around them. Sometimes, however, they become needlessly contrarian and then feel wounded when others don’t appreciate their unique view.

Neglected Strategy: Striving to be Excited
While Ones often have a sly and subtle sense of humor and appreciation for life, there are critical times when they resist giving in to joy and excitement for fear of losing self-control.

The One Leader: The Administrator
The High Side of the Administrator: Ones create order and clarity, and they institute and enforce needed policies and procedures.

The Low Side of the Administrator: Ones can be rigid, inflexible, remote, and uninspiring and may focus on what is wrong rather than what is right.

Where They Shine: Setting and following procedures. Ones are great in roles that require consistency of method and logic.

Communication Style:
• Ones tend to be deliberate, unemotional and focused on facts.
• They distrust hype and attempts to sell to them.
• They expect facts to be accurate and details to be available for review.

Derailers
• Meritocracy: The belief that people should be judged solely on “merit” (being right; working harder than others; scoring well on exams; accomplishing tasks on deadline; etc.), rather than on things like political connection, likeability, etc.
• Unwillingness to change: Belief that, since “I am right,” others should change, no matter who tells me I’m wrong or that I am the one that needs to change behavior.
• Seeing the world in black and white: Too much focus on right and wrong; inability, or unwillingness, to see life as complex and situational; unwillingness to bend or compromise.

• Not having fun: Being too “serious;” unwilling to relax and be light-hearted; maintaining a stiff and detached façade.
• Perfectionism: Inability to let go of a decision, project, or assignment until the solution is perfect; focus on the mistakes of others rather than their positive accomplishments.
• Always being right: Conviction that your solution is the only correct solution combined with defensiveness about your position. Seeing suggestions and alternatives as affronts to your position rather than being open-minded and looking for ways that your position can be enhanced.

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Ennea-Type Two
Striving to be Connected

Twos at a Glance
Twos interact with the world by Striving to be Connected. They are often selfless, caring and nurturing. They focus on helping others meet their needs; they build rapport easily and enjoy finding a common bond with others. When they overdo their Striving to be Connected they may fail to take care of their own needs and end up becoming emotionally dependent on others. Under stress, Twos may fear that if they are not closely connected to others they will become isolated.

Chief Asset: Connection. Twos have a unique ability to understand and empathize with the needs of others. They can read emotional currents and provide just the thing that others need.

What They Like in Others: Friendliness, sharing of feelings, display of emotion.

What They Dislike in Others: Coldness, unavailability, lack of needs.

How They Frustrate Others: Flattery, emotionality, intrusiveness.

Approach to Problem Solving: “I’m fine; is there anything I can do to help you?”

Belief About Work: “Things work best when I can help people succeed.”

How Others See Twos: Helpful, concerned, expressive, dependable, and engaging, but sometimes intrusive, angry, flattering, prideful, and manipulative.

Twos Get into Trouble When They Tell Themselves: “People who really appreciate what I do for them are more important than others and deserve a larger share of my attention.”

Blind Spot: Demandingness. Twos are often unaware of their tendency to demand and affect it on their relationships. Twos may act like a spoiled and pampered prince or princess and demand that they are appreciated. They exert pressure on others to meet their needs, but feel they deserve this special treatment because they do so much, and care so much, for others. They express their entitlement as, “That’s what I would do for you.”

Support Strategy: Striving to be Powerful
Twos are often willing to be powerful champions and protectors for others. Sometimes, however, this ability is overused and they become aggressive, overly emotional, and controlling of others.

Neglected Strategy: Striving to be Unique
While Twos are often willing to express their true desires and thoughts, there are critical times when they hide their individuality and true desires in order to maintain connection with others.

The Two Leader: The Coach
The High Side of the Coach: Twos focus on the developmental needs of the team, helping others to develop their skills and abilities and advance in their careers.

The Low Side of the Coach: Twos can be intrusive, manipulative, show favoritism, and demand appreciation.

Where They Shine: When they can help others thrive. Twos love to play a supportive role and often see themselves as the power behind the throne that helps others be successful.

Communication Style:
• Twos are generally upbeat and focused on bonding with and helping others.
• They often focus on personal issues and tend to make more eye contact than other types.
• They are generally uncomfortable when others focus completely on facts.

• Breaking boundaries: The desire to “help” causes you to become intrusive and involve yourself in the affairs of others, whether invited or not.
• Histrionics: Inappropriate and overly-emotional responses to circumstances; can be excessive displays of anger, sadness, jealousy, excitement, etc.
• Playing favorites: Seeing some people as more worthy of your attention than others; an innate tendency to rank others by perceived value and treat them accordingly. This can also lead to abrupt treatment of people or issues that you do not see as important.

• Worrying about everyone else’s problems: Focusing on the needs and desires of other people instead of your own in an effort to be helpful and appreciated.
• Needing other people to like you: Anxiety, conformity, self-sacrifice, and/or insincerity caused by the need to have other people like you.
• Always taking support role: Resistance to leading from the front; preferring to lead from behind by advising, supporting, or manipulating.

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Ennea-Type Three
Striving to be Outstanding

**Threes at a Glance**

Threes interact with the world by Striving to be Outstanding. They work hard to exceed standards and to be successful in whatever they undertake. They place high value on productivity and presenting an image of being a winner in whatever environment they are in. When they overdo their Striving to be Outstanding they may become attention-seeking and may value image over substance. When stressed, Threes may fear that if they are not making great efforts to be excellent they will become mediocre.

**Chief Asset:** Achievement. Threes have a unique capacity for self-actualization and success in whatever endeavors they pursue.

**What They Like in Others:** Prestige, success, efficiency.

**What They Dislike in Others:** Failure, emotions, indifference to their achievements.

**How They Frustrate Others:** Self-centeredness, overselling themselves, cutting corners.

**Approach to Problem Solving:** “Let’s just concentrate on getting this done.”

**Belief About Work:** “Things work best when I’m given a chance to shine.”

**How Others See Threes:** Ambitious, successful, goal-oriented, focused, competitive, but sometimes egotistical, political, shallow, deceptive, and attention-seeking.

**Threes Get into Trouble When They Tell Themselves:** “My value is based on my actions and accomplishments and the way I am perceived by others.”

**Blind Spot:** Inauthenticity. Threes are often unaware of their tendency to be inauthentic and its effect on their relationships. Because of their desire to put a positive spin on everything they do, Threes fall into the habit of deceiving themselves, and sometimes others. Because they are pragmatists, they look for the best solution and the most effective action even if it involves shading the truth. They do not consider their deceit as lying, but rather as reframing or “spinning.”

**SUPPORT STRATEGY: Striving to be Peaceful**

Threes often have a demeanor of calm competence, always seeming to have their lives under control. Sometimes, however, the outer calm is a façade that masks anxiety caused by the pressure they put on themselves to achieve.

**NEGLECTED STRATEGY: Striving to be Secure**

While Threes often have a good strategic sense that allows them to avoid unnecessary risk to their reputation, there are critical times when they neglect caution and stretch themselves beyond their capacity to accomplish what they commit to.

**THE THREE LEADER: The Pacesetter**

**The High Side of the Pacesetter:** Threes inspire others by setting an example of high performance and excellence.

**The Low Side of the Pacesetter:** Threes can place unrealistically high expectations on people and may not consider the needs and values of others.

**Where They Shine:** *In the spotlight.* Threes love to be noticed for their accomplishments and generally take opportunities to have their achievements noticed by others.

**COMMUNICATION STYLE:**

- A Three’s communication tends to mix goal and task focus with personability.
- They like conversation to focus on the positive and generally avoid focusing on roadblocks.
- They avoid conflict when possible, and feel that conversation (especially at work) should be casually formal.

**DERAILERS**

- Spin and wanting to look good: The tendency to put the best possible face on things or events, which at times involves leaving out of less attractive facts; can cause lack of trust from others.
- Taking on too much (“I’ll do it” syndrome): Desire to be highly accomplished and seen as adding value leads to taking on too many projects.
- Not seeming “knowable”: Trying to be all things to all people leads to being unknown to all; having no “nooks and crannies”; others sometimes perceive you as being superficial.
- Seeking recognition: Bringing attention to your accomplishments and importance.
- The Individual Contributor syndrome: Seeing other people as impediments who often slow down your progress and ability to accomplish your goals; failure to nurture subordinates because you prefer to “lead by example.”
Ennea-Type Four
Striving to be Unique

**FOURS AT A GLANCE**

Fours interact with the world by Striving to be Unique
They generally approach their lives creatively, in fresh and interesting ways. They gravitate toward things and experiences that are elegant, refined, or unusual. When they overdo their Striving to be Unique they may feel misunderstood, and they may withdraw from others and become isolated. When stressed, Fours may fear that if they do not put their own special touch on their world and their experiences their individuality will become repressed.

Chief Asset: Originality. Fours have a heightened ability to see the uniqueness and specialness in themselves and others. They are great creators and appreciators of beauty and originality.

What They Like in Others: Refinement, sensitivity, creativity.

What They Dislike in Others: Coarseness, conformity, superficiality.

How They Frustrate Others: Moodiness, withdrawing, self-absorption.

Approach to Problem Solving: "I’m going to do this in a way that no one has ever done it before."

Belief About Work: "Things work best when I have the opportunity to put my own touch on them."

How Others See Fours: Empathic, creative, unique, and refined, but sometimes moody, dramatic, self-absorbed, and melancholic.

Fours Get Into Trouble When They Tell Themselves: "I’ll never get what I truly want, but I must not stop hoping that someone or something will rescue me."

Blind Spot: Self-absorption. Fours are often unaware of their tendency to be self-absorbed and its affect on their relationships. They find their own lives and internal states far more interesting than anybody else’s. Because they feel they have been cheated by life, but no one else has, they feel that the focus should be on them and their problems.

**SUPPORT STRATEGY: Striving to be Connected**

Fours have a great capacity for empathy and attunement to others, and they can be quite nurturing to those in need. Sometimes, however, this impulse to connect can come in the form of a strong need (and demand) for empathy and attention from others.

**NEGLECTED STRATEGY: Striving to be Perfect**

While Fours often have high standards for quality in their work and high expectations of others, there are critical times when they neglect holding themselves to the same standards as others, choosing instead to focus on how their inherent shortcomings (real or imagined) make it impossible to meet those standards.

**THE FOUR LEADER: The Visionary**

The High Side of the Visionary: Fours create a vision of what the organization can be and move others toward a shared dream.

The Low Side of the Visionary: Fours can be impractical or become dispirited and resentful when their dream is not shared.

Where They Shine: In creative environments. Fours love opportunities to express their originality and creativity, so they do well in situations where they can add their own flare to projects.

**COMMUNICATION STYLE:**

- Fours tend to vacillate between introversion and communicating with great passion and strong opinions.
- They often slowly feel others out, looking for “authenticity.”
- They are put off by things or people that they consider to be banal, preferring to focus on issues they find important.

**DERAILERS**

- Rebellion for rebellion’s sake: Anger at not feeling “special” causes you to act out and rebel against sources of authority and the status quo.
- Making it different: Desire to be seen as unique causes you to separate your way of doing things from the way that everyone else does things, whether this adds value or not. This sometimes means you make things more complicated than they need to be.
- Insistence on being right: Insistence on being right; defensiveness about your position; hostile negativity toward other opinions or ways of doing things.
- Slow to decide: A lack of confidence leads to the inability or unwillingness to make decisions quickly.
- Drama: Excessive displays of emotion; often making problems and slights out to be greater than they really are.
- Resentment: Hostility toward and downplaying of accomplishments of others; feeling that you are not appreciated for your special qualities and others are getting all the credit or lucky breaks.

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**Ennea-Type Five**

**Striving to be Detached**

**Fives at a Glance**

Fives interact with the world by **Striving to be Detached**. They are observant, logical and generally reserved. They focus on problem solving, innovative ideas, and data gathering. When they overdo their **Striving to be Detached** they can end up being dull—out of touch with their experiences and emotions. When stressed, Fives may fear that if they do not remain detached and guarded they will become uncontrolled.

**Chief Asset:** Insight. Fives have the capacity to analyze their environment quickly and synthesize their observations into the big picture. They see things that others do not.

**What They Like in Others:** Intelligence, innovation, curiosity.

**What They Dislike in Others:** Emotional reactions, high-pressure, crowds.

**How They Frustrate Others:** Lack of action, intellectual arrogance, withholding of emotions.

**Approach to Problem Solving:** "Let’s make sure we have all of the facts."

**Belief About Work:** "Things work best when I’m left to my own devices."

**How Others See Fives:** Strategic, visionary, perceptive, analytical but sometimes withdrawn, unresponsive, distant, lacking emotions.

**Fives Get Into Trouble When They Tell Themselves:** "I’ll be safe if no one knows what I truly think or feel."

**Blind Spot:** Intellectual arrogance. Fives are often unaware of their tendency to be intellectually arrogant and the effect it has on their relationships. They spend much of their time thinking about and analyzing life, while other people spend more time actually living life. Consequently, Fives think that other people are less thoughtful and insightful and in the extreme, stupid and dull.

**Support Strategy:** **Striving to be Excited**

Fives often have a child-like wonder and appreciation for the world, especially in the more abstract elements of life. Sometimes, however, this excitement for knowledge and information serves to keep them detached from actual interaction with the world.

**Neglected Strategy:** **Striving to be Powerful**

While Fives can be very influential, especially through behind-the-scenes thought leadership, there are critical times when they resist personal, visceral engagement with others, keeping their thoughts and opinions to themselves and thus missing an opportunity to shape their environment.

**The Five Leader:** **The Strategist**

**The High Side of the Strategist:** Fives are highly analytical and able to develop a plan for getting from current reality to identified vision.

**The Low Side of the Strategist:** Fives can be remote and detached and focus more on analysis than action.

**Where They Shine:** At figuring things out. Fives are great in an environment where they have the opportunity to analyze, research, innovate, and solve complex problems.

**Communication Style:**

- Fives tend to be deliberate and thoughtful communicators.
- They are unwilling to be rushed, releasing information on their own time.
- They tend to avoid displays of emotion (other excitement over ideas), preferring to focus on data and ideas.

**Derailers**

- **Thinking too much, doing too little:** Preferring analysis to action and allowing that preference to affect performance.
- **Not nurturing relationships:** Neglecting to make contact with others and identify needs; avoidance of networking and social connection.
- **Unaware of their surroundings and their own impact:** Constant inward focus leads to not noticing the effects of your actions (or lack of action) on those around you.
- **Needing to show off intellect:** Showing off knowledge; too much attention to detail, hyper-verbosity in areas of expertise; “know-it-all-ism.”
- **Not sharing information:** Not communicating with others either through neglect or because you simply don’t want to share.
Ennea-Type Six
Striving to be Secure

Sixes at a Glance
Sixes interact with the world by Striving to be Secure. They find security in being part of something bigger than themselves, such as a group or tradition. They are careful, responsible and protective of the welfare of the group. When they overdo their Striving to be Secure they may fail to take the risks necessary for high performance and settle for mediocrity. When stressed, Sixes may fear that if they relax their guard they will be vulnerable to possible dangers.

Chief Asset: Support. Sixes are steadfast, responsible and dependable. They are determined to perform their duty, to do what is best for the group, and provide for the needs of others.

What They Like in Others: Dependability, support/protection, hard work.

What They Dislike in Others: Ambiguity, undependability, deviation (from the norms of group).

How They Frustrate Others: Complaining, indecision, lack of trust.

Approach to Problem Solving: “I need to find out what else can go wrong and who I can depend on.”

Belief About Work: “Things work best when I know everyone’s agenda.”

How Others See Sixes: Engaging, upbeat, team oriented, caring, but sometimes anxious, suspicious, combative, and fearful.

Sixes Get Into Trouble When They Tell Themselves: “Someone else represents an idealized authority that I can either cling to or rebel against.”

Blind Spot: Complaining. Sixes are often unaware of their tendency to complain and it affects on their relationships. Because Sixes do not trust their own thought process they are constantly trying to gauge other people’s reactions (to test the waters) to a given stimulus to see if there is a threat that needs attention. They complain to see if people agree or disagree with them as a way of finding where people stand.

Support Strategy: Striving to be Outstanding
Sixes are often productive, dependable, and accomplished members of the group, finding a need and filling it. Sometimes, however, they worry that they are not being valued as a team member and they become fixated on ensuring that others recognize and appreciate their contributions.

Neglected Strategy: Striving to be Peaceful
While Sixes often work to ensure that others feel safe and comfortable and are able to let their guard down around those they trust, there are critical times when they resist relaxing and being peaceful because of an unjustified suspicion that it will invite catastrophe.

The Six Leader: The Guardian
The High Side of the Guardian: Sixes identify internal and external threats to the organization, and protect group cohesion.

The Low Side of the Guardian: Sixes can be fearful and suspicious, focusing on what could go wrong rather than what could go right.

Where They Shine: Anticipating problems. Sixes thrive in situations where they have the opportunity to play Devil’s Advocate and prepare the team for potential difficulties.

Communication Style:
Sixes tend to be passionate and reactive.

- They hold strong opinions, but often seem to be questioning themselves or weighing options.
- They often seem to focus on the negative and complain; this is their way of finding out where others stand on issues.

Derailers
- Pessimism: Focusing on problems rather than solutions; looking for what could go wrong rather than what could go right; includes complaining.
- Suspicion: Doubt about the good will of others’ motives and agenda.
- Holding back: Fear of taking risks and resistance to assuming leadership and authority.

- Indecisiveness: Inability to settle on one course of action or to trust that your decision is the correct one. Will sometimes use combativeness to feel certain.
- Combativeness: Instinctively taking the devil’s advocate role; hostility toward change and “outsiders.”
- The “Dog with a Bone” Syndrome: Relentless persistence in making your point of view heard and winning approval for your ideas.

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Ennea-Type Seven
Striving to be Excited

Sevens interact with the world by Striving to be Excited
They are upbeat, enthusiastic, optimistic, and curious. They focus on possibilities and options and keeping others entertained. When they overdo their Striving to be Excited they may fail to follow-through, become easily distracted, and act irresponsibly. When stressed, Sevens may fear that if they do not fill their heads with many thoughts they will miss out on something.

Chief Asset: Enthusiasm. Sevens have a unique ability to experience enthusiasm for the little things in life. Their happiness and good humor are infectious and inspire those around them to feel good and have fun as well.

What They Like in Others: Optimism, lightheartedness, spontaneity.

What They Dislike in Others: Pessimism, stuffiness, rigidity.

How They Frustrate Others: Hyperactivity, inappropriateness, lack of commitment.

Approach to Problem Solving: “Let’s look at the bright side.”

Belief About Work: “Things work best when I get to have fun.”

How Others See Sevens: Joyful, upbeat, exciting, and energetic; but sometimes irresponsible, distracted, inattentive, and self-centered.

Sevens Get Into Trouble When They Tell Themselves: “Everything will be fine when I get (fill in the blank) or when (fill in the blank) happens.”

Blind Spot: Distractibility. Sevens are often unaware of their tendency to be easily distracted and its impact on their relationships. Sevens continually attempt to avoid unpleasant thoughts, feelings, and experiences. By not focusing on any one thing for too long, Sevens avoid the possibility of something becoming unpleasant. Because they move from topic to topic so quickly, others may feel ignored or left in the dust.

Support Strategy: Striving to be Perfect
Sevens often have an attention to detail and quality that runs counter to the stereotype. Sometimes, however, this takes the form of rigidity and high demands on others, especially when the Seven feels those others are in the way of the Seven’s happiness.

Neglected Strategy: Striving to be Detached
While Sevens often have a quiet, private side that most people don’t see, there are critical times when they are unable to let go and detach from the things they desire, often out of a fear of missing out on something exciting and pleasurable.

The Seven Leader: The Enthusiast
The High Side of the Enthusiast: Sevens inspire others with excitement, optimism, and energy and create positive energy toward a shared goal.

The Low Side of the Enthusiast: Sevens can be impractical, easily distracted, impulsive, and irresponsible.

Where They Shine: At energizing people. Sevens are great in situations where they have the opportunity to galvanize enthusiasm and energy around a concept, product, cause, etc.

Communication Style:
• Sevens are generally fast-talking, upbeat, and optimistic when they talk to others.
• They tend to prefer talking to listening, loving to tell stories and entertain others.
• They can become impatient with people who speak slowly and they minimize bad news and conflict.

Derailers
• Talking too much: Dominating conversations; reluctance to listen to others or ask probing questions; expressing uncensored thoughts to fill conversational voids.
• Not following through: Tendency to start the next project before the current one is finished.
• Hyperactivity and impulsiveness: Taking action before thinking things through; impatience; nervous activity that makes others uncomfortable.

• Avoiding Unpleasantness: Failing to address or absencing yourself from unpleasant people, situations, or tasks.
• Always wanting more: Never being satisfied with what you currently have; looking for additional compensation, recognition, or reward; always looking to the next “treat.”

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Ennea-Type Eight

Striving to be Powerful

Eights at a Glance

Eights interact with the world by Striving to be Powerful. They are action-oriented self-starters who love to be in charge. They focus on getting things done and overcoming obstacles that may lie in their way. When they overdo their Striving to be Powerful they may not adhere to the rules or norms that others expect them to follow and their behavior can become uncontrolled. When stressed, Eights may fear that if they become too connected to others or experience their own emotions too deeply they will become dependent on others.

Chief Asset: Passion. Eights are robust and energetic. They bring great passion and determination to whatever they undertake.

What They Like in Others: Confidence, lack of pretense, straightforwardness.

What They Dislike in Others: Timidity, bullying, rigidity.

How They Frustrate Others: Arrogance, hostility, stubbornness.

Approach to Problem Solving: “It’s time for me to take charge.”

Belief About Work: “Things work best when I’m in control.”

How Others See Eights: Honest, outgoing, fun-loving, and strong-willed, but sometimes blunt, excessive, reckless, and arrogant.

Eights Get Into Trouble When They Tell Themselves: “The world is a threatening place that will not cut me a break. I must take from life anything good that I can get.”

Blind Spot: Abusiveness. Eights are often unaware of their tendency to be abusive and its affect on their relationships. They don’t see that others view their “straight talk and tough love” as abuse. Although they claim that they are trying to help by being honest and fair, they are often lashing out at the weakness and incompetence they see in others and fear seeing in themselves.

Support Strategy: Striving to be Detached

Eights are often capable of making difficult decisions because of their ability to become emotionally detached. Sometimes, however, that ability is overused and they can become insensitive to the needs and feelings of others.

Neglected Strategy: Striving to be Connected

While Eights can generally build strong connections to others, there are critical times when they should connect to others but do not out of a concern over being vulnerable.

The Eight Leader: The Commander

The High Side of the Commander: Eights are decisive, bold, and confident, and inspire these qualities in their followers.

The Low Side of the Commander: Eights can be arrogant, hostile, and demanding, and may focus on their own agenda rather than the good of the group.

Where They Shine: When the going gets tough. Eights bring tremendous self-confidence and energy to their work, and they thrive in the heat of battle. They love a challenge to overcome.

Communication Style:

- Eights tend to be initially quiet but forceful, passionate, and opinionated when engaged.
- They expect others to have strong opinions and to be willing to stand up to defend those opinions.
- They are often impatient and fail to hear others out, tending to form opinions quickly wanting to move on.
- Bullying: Verbally abusing co-workers, often in the guise of “tough love” or “straight talk,” sometimes in an attempt to be helpful and sometimes for your own amusement.
- Volatility and Overwhelming others: Overwhelming others with anger or the intensity of your opinions; aggressively pushing your agenda; focus on task at the expense of feelings.
- Always being right: Arrogance and unwillingness to hear feedback or other points of view.
- Needing to be the boss: An overwhelming need to be in charge, or at least feel like you are in charge.
- Rough around the edges: Cultivating a coarseness of manner; getting enjoyment out of shocking people; rebelling against the status quo.
- Impatience and Impulsiveness: Unwillingness to delay action or decisions; expecting others to act at your pace.
NINES AT A GLANCE

Nines interact with the world by Striving to be Peaceful. They are calm, pleasant, and charming. They focus on maintaining a sense of inner harmony by minimizing their own needs and concentrating on the needs of others. When they overdo their Striving to be Peaceful they can become passive, relying on others to make decisions for them. When stressed, Nines may fear that if they place too much importance on themselves they will be seen as attention seeking.

Chief Asset: Balance. Nines have a capacity to remain immovable, solid, and unfazed by the changes in life. They can make people feel safe and have a calming, anxiety-reducing effect on others.

What They Like in Others: Optimism, humility, consistency.

What They Dislike in Others: Confrontation, arrogance, turbulence.

How They Frustrate Others: Passive-aggression, withdrawing, indecision.

Approach to Problem Solving: "Let’s get together and hear what everyone has to say."

Belief About Work: "Things work best when there is harmony and nobody makes waves."

How Others See Nines: Pleasant, likable, levelheaded, and easy-going, but sometimes unfocused, stubborn, and forgetful.

Nines Get Into Trouble When They Tell Themselves: "Other people’s needs are more important than my own and I should just go with the flow."

Blind Spot: Passive-Agressiveness. Nines are often unaware of their tendency to get their way passively rather than actively and the impact this has on their relationships. For instance, they may get out of performing an unpleasant task by dragging their feet, being forgetful, making promises that they do not keep, and so forth. Others are often frustrated by their seeming stubbornness.

SUPPORT STRATEGY: Striving to be Secure

Nines often have an ability to identify and mitigate risk, having a calming effect on others and making them feel like everything will be fine. Sometimes, however, they become overly vigilant and combative toward things that could upset the status quo, resisting change and becoming angry with those who try to impose it.

NEGLECTED STRATEGY: Striving to be Outstanding

While Nines are often accomplished and ambitious people who set high expectations for themselves, there are critical times when they resist asserting themselves out of a fear of having other people see them as arrogant or overly assertive.

THE NINE LEADER: The Consensus Builder

The High Side of the Consensus Builder: Nines gain commitment through inclusion and participation and make others feel valued by seeking their perspective.

The Low Side of the Consensus Builder: Nines can be indecisive and conflict averse, and may seem to lack their own opinions and vision.

Where They Shine: Helping people feel good about themselves. Nines are great at making people feel included and part of a team. Their calm rubs off on others and helps them relax.

COMMUNICATION STYLE:

• Nines generally seek to avoid offending others or causing conflict.
• They are generally slow to state their opinions, often holding back initially and weighing all options before commenting.
• They tend to be self-deprecating and are put off by what they see as arrogance.

DERAILERS

• Self-deprecation: A tendency to subtly put yourself down and minimize your accomplishments.
• Holding back: Unwillingness to assert oneself fully out of self-doubt or fear of appearing arrogant.
• Avoiding conflict: Letting conflict or potential conflict fester unairied and unresolved.
• Passive aggressiveness: Getting your way through inaction; punishing others or proving points indirectly; stating uncomfortable comments through sarcasm or “humor.”
• Fuzzy around agreements and details: Conveniently forgetting unpleasant details; relying on non-affirmative responses to signal negatives.
• Losing temper: Letting unresolved conflicts and unexpressed anger build to a volcanic climax.
• The Nice Guy Syndrome: Seeming to lack the killer instinct and high self-regard often looked for in leaders.

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# Enneagram “Scorecard”

After hearing about each type, for each person:

<table>
<thead>
<tr>
<th>Circle if the type fits</th>
<th>Underline if the type might fit</th>
<th>Cross out if the type clearly doesn’t fit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enneagram Institute Type Names</td>
<td>Reformer</td>
<td>Mentor</td>
</tr>
<tr>
<td>Striving to be.....</td>
<td>Perfect</td>
<td>Connected</td>
</tr>
<tr>
<td>Self</td>
<td>1</td>
<td>2</td>
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<td></td>
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</tbody>
</table>

Remember that this is only a practice activity. The primary purpose of the Enneagram is for self-awareness and development. Do not assume you know someone else’s type. V2.1
## Center

<table>
<thead>
<tr>
<th>ONE</th>
<th>TWO</th>
<th>THREE</th>
<th>FOUR</th>
<th>FIVE</th>
<th>SIX</th>
<th>SEVEN</th>
<th>EIGHT</th>
<th>NINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>CENTER</td>
<td>Instinctual</td>
<td>Feeling</td>
<td>Feeling</td>
<td>Feeling</td>
<td>Mental</td>
<td>Mental</td>
<td>Mental</td>
<td>Instinctual</td>
</tr>
<tr>
<td>HARMONIC</td>
<td>Competency</td>
<td>Positive</td>
<td>Competency</td>
<td>Reactive</td>
<td>Competency</td>
<td>Reactive</td>
<td>Positive</td>
<td>Reactive</td>
</tr>
<tr>
<td>HORNEVIAN</td>
<td>Dutiful</td>
<td>Dutiful</td>
<td>Assertive</td>
<td>Withdrawn</td>
<td>Withdrawn</td>
<td>Dutiful</td>
<td>Assertive</td>
<td>Assertive</td>
</tr>
<tr>
<td>WALLPAPER</td>
<td>Frustration</td>
<td>Rejection</td>
<td>Attachment</td>
<td>Frustration</td>
<td>Rejection</td>
<td>Attachment</td>
<td>Frustration</td>
<td>Rejection</td>
</tr>
</tbody>
</table>

## Harminic — first reaction when I don’t get what I want

<table>
<thead>
<tr>
<th>Positive Outlook</th>
<th>Competency</th>
<th>Reactive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reframing disappointment in a positive way</td>
<td>Putting personal feelings aside and striving to be objective and competent</td>
<td>First blowing off some steam and then looking to have their concerns be “mirrored”</td>
</tr>
</tbody>
</table>

## Hornevan — how I get my needs met

<table>
<thead>
<tr>
<th>Assertive</th>
<th>Dutiful</th>
<th>Withdrawn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building up, reinforcing, or inflating their ego</td>
<td>Being of service by doing the “right” thing</td>
<td>Moving away from engagement into an inner world</td>
</tr>
</tbody>
</table>

## Wallpaper — affective/emotional background

<table>
<thead>
<tr>
<th>Attachment</th>
<th>Frustration</th>
<th>Rejection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deeply held attachments to what’s seemed to work</td>
<td>Can’t seem to find what they’re looking for</td>
<td>Going through life defending from being rejected</td>
</tr>
</tbody>
</table>
**Eight & Two**

- Pilot
- Out in Front
- Willful
- Firm
- Leading
- Forceful
- Push
- Hold Accountable
- Friction
- Stirring Up

- Flight Attendant
- Behind the Scenes
- Heartful
- Soft
- Supporting
- Enabling
- Support
- Give the Benefit of the Doubt
- Soothing
- Smoothing Over
Nine & Six

- Relaxed
- Zoning Out
- What’s Right
- Yes We Can
- Comfort
- Smoothing Feathers
- Agreeing
- Cooling Down
- Alert
- Worrying
- What’s Wrong
- No We Can’t
- Conflict
- Ruffling Feathers
- Disagreeing
- Heating Up

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Nine & Three

- Being
- Reflection
- Accommodating
- Being Calm
- Humility
- Self-Effacing
- Background
- Aw Shucks
- It’s Not About Me
- They Did It
- Shining the Spotlight
- Doing
- Action
- Asserting
- Getting into Action
- Confidence
- Self-Facing
- Foreground
- Look at Me
- It’s About Me
- I Did It
- In the Spotlight

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Three & Six
- Me
- Confidence
- Standing Out
- My Needs
- Efficiency
- I Did It
- Having Me Shine
- Individual
- We
- Doubt
- Fitting In
- Team Needs
- Bonding
- We Did It
- Having Team Shine
- Team

Eight & Five
- Action
- Going Out
- Expansive
- Unbounded Energy
- Intensity
- Will
- Initiation
- Reflection
- Going In
- Contractive
- Limited Energy
- Control
- Intellect
- Contemplation
One & Four

- Rational
- Controlled
- Calm
- In the Box
- Deliberate
- Same
- Consistency
- Uniformity
- Emotional
- Freely Expressive
- Emotional
- Out of the Box
- Impulsive
- Different
- Flexibility
- Variation

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Four & Two

- My Needs
- Receiving
- Reactive
- We’re Different
- Authenticity
- Discomfort
- Your Needs
- Giving
- Positive Outlook
- We’re the Same
- Positivity
- Comfort

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Five & Seven

- Detached
- Skepticism
- Realism
- Let’s be “Real”
- Conserve Energy
- Caution
- Realistic
- Depth
- Mastery
- Engaged
- Optimism
- Idealism
- Let’s be “Up”
- Abundant Energy
- Enthusiasm
- Upbeat
- Breadth
- Multiple Interests

Seven & One

- Options
- Order
- Head
- Possibilities
- Playful
- Growth
- Innovation
- I Want
- The Right Way
- Flexibility
- Gut
- Certainty
- Serious
- Efficiency
- Order
- I Should