



VAXCYTE

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Understanding and  
Leveraging Enneagram

Leading @Vaxcyte



## Session Outline:

- 1 What is Enneagram
- 2 How Enneagram works
- 3 Interpreting self-assessment results
- 4 Leveraging Enneagram

## Our Objectives:

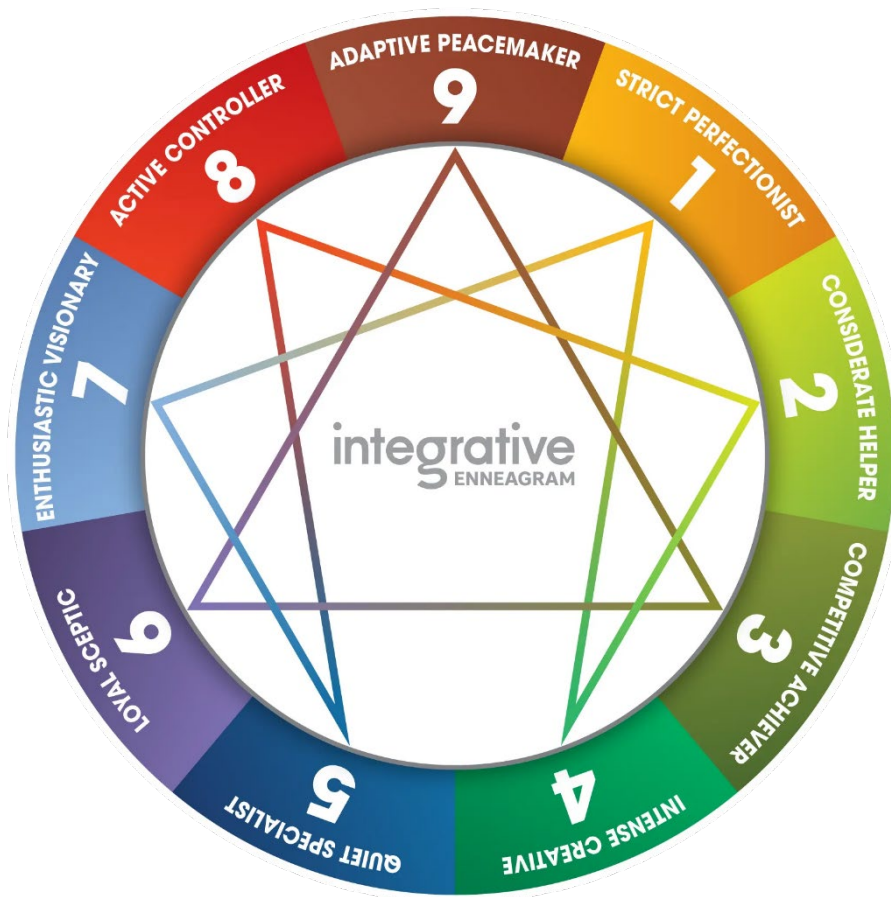
- Understand what Enneagram is and why it matters
- Understand how Enneagram works and how we use this at Vaxcyte
- Understand how to interpret your self-assessment results
- Understand how to leverage Enneagram for better results and relationships at work, including increasing your leadership capabilities

My Notes: 

# What is Enneagram?

The Enneagram is a personality typing system that teaches that there are nine basic personality styles in the world.

The teaching is around 3,000 years old, and it's been openly taught since the 1970s, when people started doing research on it.

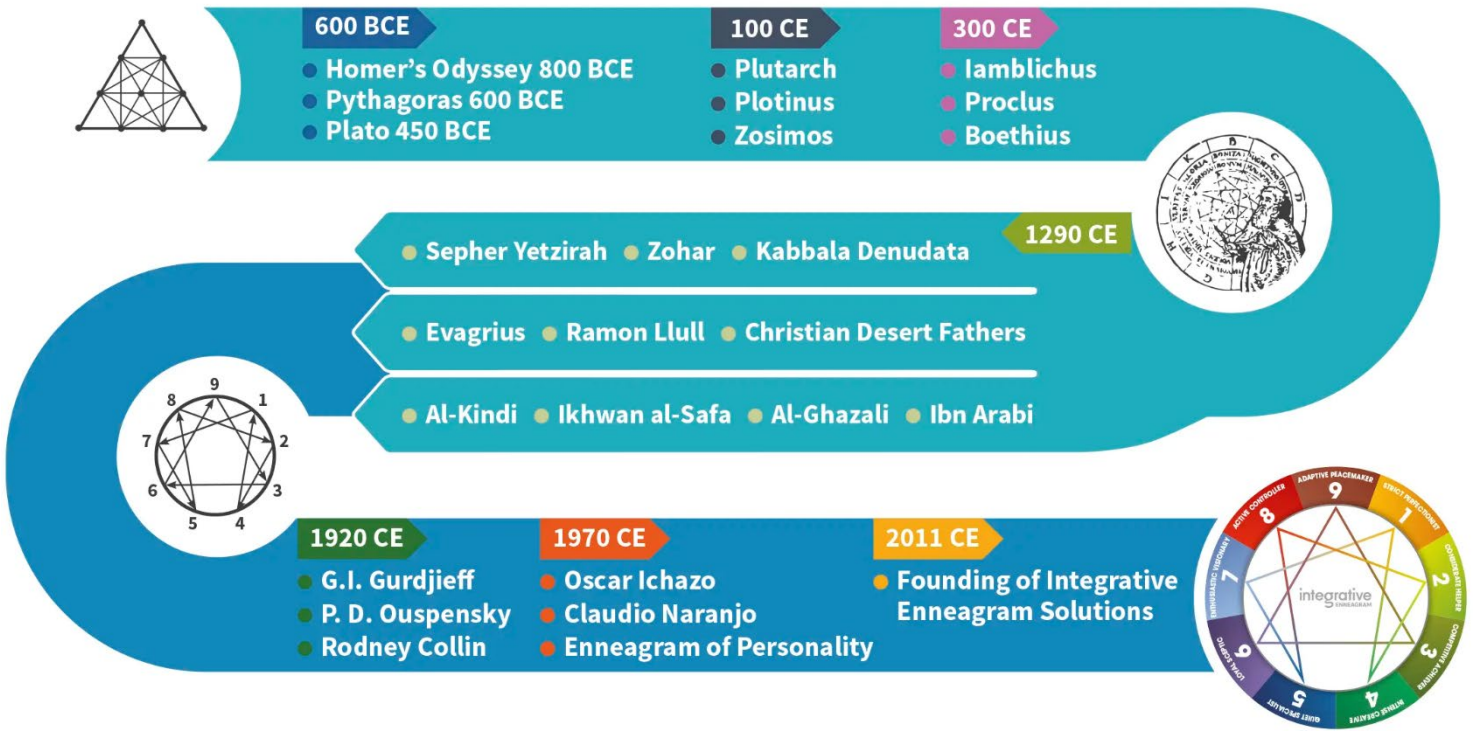



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# History of the Enneagram

Consider the history of Enneagram ...



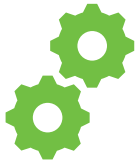
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# More on Enneagram

In more detail ...



The Enneagram is a model of human psychology and personality theory that is based on the idea that each person has a **unique and innate personality** structure, or "essence," that shapes the way they see the world and themselves.



These types are characterized by a unique combination of strengths, weaknesses, unconscious motivations, fears, and triggers that shape their thoughts, feelings, and actions.



The Enneagram is not only a tool for understanding ourselves and others, but is also a powerful tool for growth, self-awareness, self-discovery, and spiritual growth.



It can help individuals understand their own motivations and behaviors, as well as the motivations and behaviors of others, which can lead to more harmonious relationships, better communication, and more effective problem-solving.

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# Why Enneagram Matters ...

Consider why Enneagram is valuable ...

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While all personality typing tools share a common goal of increasing self-awareness and understanding, they have **very different approaches and focuses**.



Many models **oversimplify the complexities of human behavior** in an attempt to neatly categorize individuals. Other models may focus too heavily on positive psychology at the expense of ignoring areas of weakness.



The Enneagram offers a **more holistic and nuanced approach** to preferences / style assessment. You will gain valuable insights into your unique style and learn how to leverage your strengths to achieve success, overcome challenges, and reach your goals and fulfillment.



# 9 Personality Types

## ENNEAGRAM TYPE 1

### The Strict Perfectionist

1s are about improvement and 'right action', ensuring things are done correctly. They are principled, with a clear sense of right and wrong and may seem idealistic, self-righteous, or judgmental. They organize their world and value facts, precision, and clarity, working hard to avoid mistakes. Their gift is in discernment, evaluation, and knowing what is right.

## ENNEAGRAM TYPE 6

### The Loyal Skeptic

6s easily tune into potential danger and risks, act on a sense of anxiety, and think in skeptical ways. They value trust, responsibility, and loyalty and need to feel they are safe and belong. At lower integration, they may be paranoid, reactive, and insecure as loyalty turns into dependency and oversensitivity. At higher integration, they are self-reliant, committed, and grounded, and 6s give confidence to those around them, showing resiliently coping with risk.

## ENNEAGRAM TYPE 2

### The Considerate Helper

2s want to meet others' needs in a helpful, supportive way. Warm, giving, and people-oriented, they seek affirmation from their relationships and may be sensitive and angry if they feel unappreciated. They may over-involve themselves in others' lives and risk being manipulative. Their integration challenge is to give unconditionally and to nurture themselves as well as others.

## ENNEAGRAM TYPE 7

### The Enthusiastic Visionary

7s seek variety, stimulation, and are a fun-loving type, tackling challenges with optimism, and engaging with life in a future-oriented way. In groups, they bring creativity, energy, and optimism, and easily make friends. They may seem distracted, hedonistic, insensitive, or irresponsible to others. 7s are often unhappy but deny this, escaping into hyperactivity and impulsive pleasure-seeking. At higher integration, they are present, finding joy within.

## ENNEAGRAM TYPE 3

### The Competitive Achiever

3s are 'doers' and tend to be practical, success-oriented, and task-driven, and project a polished persona or image. They are competitive and will make sacrifices to achieve their goals and appear successful. They risk becoming overstretched or workaholics and may resort to deception or expediency to win. At higher integration, they work towards self-acceptance and authentic influence, connecting heart and hands.

## ENNEAGRAM TYPE 8

### The Active Controller

8s are forces of nature, with a strong presence and personality that values being in control. They are guarded but caring and protective of those around them. As they mask any vulnerability with a tough, no-nonsense exterior, they may seem intimidating and confrontational. At higher integration, they combine their directness with compassion, collaborating with others while serving the greater good.

## ENNEAGRAM TYPE 4

### The Intense Creative

4s search for meaning, depth, and authenticity. They are emotionally sensitive and attuned to their environment. They are creative and expressive individuals. They may seem emotionally moody, dramatic, and focused on their own needs, or what is lacking in their lives. As they integrate, 4s get in touch with their inner creative voice and are able to separate their identity and their emotions.

## ENNEAGRAM TYPE 9

### The Adaptive Peacemaker

9s are diplomatic and attuned to the ideas of others, often as facilitators or mediators in groups. They form the glue between people with their friendly, grounding, and stable demeanor. They struggle to connect to their own point of view, say no, and often avoid conflict. At high integration, they are independent and self-respecting, acting with self-awareness and autonomy.

## ENNEAGRAM TYPE 5

### The Quiet Specialist

5s are private individuals with an active mental life, observing and exploring how the world works. They struggle to share thoughts and feelings and may seem socially awkward or disinterested. At lower integration, 5s may be withdrawn, antagonistic, and aggressively defend their isolation. At higher integration, they are intellectual pioneers, offering their perceptive wisdom unselfconsciously.



# Notes

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# 3 Basic Instincts + 27 Subtypes

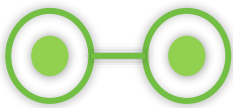
Consider additional factors ...



Self-preservation (SP)

We each have a self-preservation instinct, to preserve our body, its life, and effective function. **This instinct, therefore, focuses us on physical safety, physical survival, well-being, material security, financial security, and comfort.** Anxiety or stress may combine with this instinct to drive us to conserve or hoard energy and resources in response to demands from the environment or other people.

Also called: Preserving, Conservation, SP Instinct



One-on-one (SX)

We each have a drive to project ourselves into the environment, form alliances, and extend ourselves through the generations - either literally by passing on our DNA or more symbolically by passing on ideas and leaving a legacy. **This instinct is focused on the intensity of experiences and one-on-one relationships,** also known as intimate relationships or intense personal relationships, and drives us to actively seek out opportunities that promise strong energetic connections with others. This instinct is sometimes referred to as the dominant sexual instinct, but this can be confusing as it shouldn't always be seen in a sexual sense.

Also called: Transmitting, Sexual, Intimate, SX Instinct



Social (SO)

We each have a social instinct to get along with others and form secure social bonds. This brings a focus on interactions and relationships with community groups and a high 'social awareness' of norms and status levels in social groups. This instinct focuses energy on working towards shared purpose or the greater good.

Also called: Navigating, Group, SO instinct.

My Notes:

# How it Works ...

## What is a Subtype?

A subtype is the personal character that emerges when the personality core Enneagram 9 type's passion or vice fuse with the biological dominant instinct. These create 27 unique subtypes.

To find your subtype you can't superficially pick a dominant instinct and a dominant type. The Integrative Enneagram iEQ9 test was designed to determine this specific unique profile of an individual. The iEQ9 uses an accurate typing algorithm that can internally, intelligently adapt to the answers to speed up and narrow down from the 2000 questions required to only 175.

This unique model of the subtypes was pioneered by Claudio Naranjo who received the 27 Keywords from his teacher Oscar Ichazo. He developed it through over 40 years of research into human behavior and psychometry.

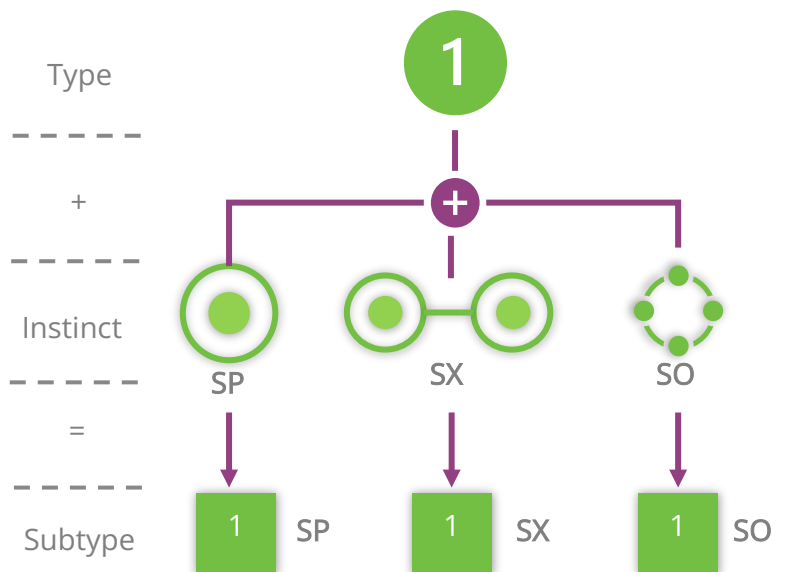
The subtypes show how we adapt to different situations and challenges based on our instinctual needs.

### For example:

- A Type 1 with a **self-preservation instinct** may express their motivation for perfection by being organized, practical, and reliable.
- A Type 1 with a **one-to-one instinct** may express their motivation for perfection by being passionate, idealistic, and reforming.
- A Type 1 with a **social instinct** may express their motivation for perfection by being ethical, responsible, and altruistic.

## What is a Countertype?

A Countertype is a subtype of the Enneagram that has a different behavioral expression from the other two subtypes of its type. The core motivation, core fear, vice, and passion are the same, but the Counter-Type acts in a way that contrasts with its type's typical pattern. Sometimes it can even look like a different type altogether.





# Notes: How it Works

My Notes: 

# Enneagram Traids

Some type pairings also share a **center of intelligence** (body, heart, or head).

Types with the same center have a common orientation to the world.

**Body types (8, 9, 1)**, known as the “anger” triad, seek control; **Heart types (2, 3, 4)**, known as the “image” triad, seek approval; and **Head types (5, 6, 7)**, known as the “fear” triad, seek security.

## ENNEAGRAM TRIADS EXPLAINED

Enneagram Triads make up three different sections of the Enneagram model. The groups consist of The Gut: 8-9-1, The Heart: 2-3-4, and The Head: 5-6-7.

Triads split the Enneagram types into three sections based on their underlying emotion and go-to decision-making style, specifically in times of stress.

### What are Enneagram Triads?

The three triads are the Gut Triad (Instinctive Center, Heart Triad (Feeling Center), and Head Triad (Thinking Center).

Understanding the triads helps expose patterns of emotion and decision-making which can result in greater self-awareness and workplace collaboration.

Each type seeks to validate themselves in different ways. And each number in the triad experiences their underlying emotion differently, impacting their decisions and how others perceive them.

Each type can relate to all three triads, and part of the theory behind the Enneagram is that all nine types dwell within us. However, one is our natural “go-to,” and that is where our preference – or ‘type’ – is born.



How do you know what your Enneagram Triad is?

Enneagram Types 8, 9, and 1s belong to the Gut Triad. Enneagram Types 2, 3, and 4 belong to the Heart Triad. And Enneagram Types 5, 6, and 7 belong to the Head Triad. Your Enneagram Type determines which Triad you are a part of.

# More on Enneagram Traids

## THE GUT TRIAD (TYPES 8, 9, & 1)

The Gut Triad copes with their dominant emotion of anger or rage in the way they respond to gut feelings or physical sensations. 8s express their anger outwardly, 9s deny and likely feel threatened by these emotions, and 1s repress and try to control it.

People in this triad perceive life as a struggle to be won in their attempt to accomplish something. Doing this tends to hold their ground rather than adapt to the situation.

They process their world not primarily by thinking or feeling but by responding from a place deep within. They tend to pay attention to their intuitive grasp of people, circumstances, and relational dynamics.

When healthy, those within this triad are not easily swayed by the opinions of others or what is happening in their present circumstances. They are relaxed and open and respond deeply and totally to the present moment.

Those in this Gut Triad want to:

- ▶ Freely pursue their wants and needs
- ▶ Assure their well-being
- ▶ Remain grounded in their ability to decide for themselves

**Enneagram 8s** – Express their anger outwardly.

When 8s feel anger building in them, they immediately respond to it in some physical way, raising their voices and moving more forcefully. Others can clearly see that 8s are angry because they give themselves permission to express their anger physically.

**Enneagram 9s** – Feel threatened by their anger.

9s deny their anger and instinctual energies as if to say, “What anger? I am not a person who gets angry.” 9s are the type most out of touch with their anger and instinctual energies, often feeling threatened by them.

**Enneagram 1s** – Repress and try to control their anger.

1s feel they must stay in control of themselves at all times especially of instinctual impulses and angry feelings.

Despite their differences, they all experience anger and use their instincts to decide how to act.

## THE HEART TRIAD (TYPES 2, 3, & 4)

The Heart Triad copes with their dominant emotion of shame in how they respond to the moods and feelings of themselves and others. 2s attempt to control their shame, 3s deny it, and 4s (like 2s) try to control it.

People in this triad perceive the world in terms of connections to be made. Life is a social network to enter and engage in. They process relational reality primarily through and with their feelings.

When those within this triad live from their essence, they live from a place of authenticity, truth, self-giving compassion, and forgiveness—all of which emerge from deep inner-directedness.

Those in this Heart Triad want to:

- ▶ Establish connection with others by meeting their needs
- ▶ Receive recognition
- ▶ Feel understood by others

# More on Enneagram Traids

**Enneagram 2s** – Attempt to control their shame.

2s want to convince themselves that they are good, loving people by focusing on their positive feelings for others while repressing their negative feelings (such as anger and resentment at not being appreciated enough). They attempt to control shame by getting people to like them and think of them as good people.

**Enneagram 3s** – Deny their shame.

3s are potentially the most out of touch with underlying feelings of inadequacy. 3s learn to cope with shame by trying to become what they believe a valuable, successful person is like. Thus, 3s learn to perform well, to be acceptable, even outstanding, and are often driven relentlessly in their pursuit of success to stave-off feelings of shame and fear of failure.

**Enneagram 4s** – Try to control their shame.

4s attempt to control their shame by focusing on how unique and special their particular talents, feelings, and personal characteristics are. 4s highlight their individuality and creativity as a way of dealing with their shameful feelings, although 4s are the type most likely to succumb to feelings of inadequacy.

Despite their differences, they all experience shame and use their feelings to decide how to act.

## THE HEAD TRIAD (TYPES 5, 6, & 7)

The Head Triad copes with their dominant emotion of fear in how they respond to how they think and analyze. 5s express their fear by withdrawing, 6s turn to the outside world for security but likely always feel anxious or confront it, and 7s distract themselves from it.

The way this triad perceives life in terms of finding a safe place and a safe way forward. They process what they have observed primarily through their heads, and reality can become what they construct within their thoughts more than what is happening.

Those in this triad live most from their true self when they have substantive clarity about life and grasp reality comprehensively and perceptively.

They are steady and stable in their life and are easily trusted. They are skilled at taking in information, ordering it, strategizing, and anticipating possibilities and consequences.

Those in this Head Triad want to:

- ▶ Minimize anxiety
- ▶ Obtain certainty and security
- ▶ Gain knowledge

**Enneagram 5s** – Express their fear by withdrawing.

5s fear the outer world and their capacity to cope with it. Thus, they cope with their fear by withdrawing from the world. 5s become secretive, isolated loners who use their minds to penetrate the nature of the world. 5s hope that eventually, as they understand reality on their own terms, they will be able to rejoin the world and participate in it, but they never feel they know enough to participate with total confidence.

# More on Enneagram Traids

**Enneagram 6s** – Turn to the outside world for security.

6s exhibit the most fear of all three of the Head Triad types. This is largely experienced as anxiety, which causes them to be the most out of touch with their own sense of inner knowing and confidence. 6s have trouble trusting their minds, so they constantly look outside themselves for something to make them feel sure of themselves. They might turn to philosophies, beliefs, relationships, jobs, savings, authorities, or any combination above.

**Enneagram 7s** – Distract themselves from fear.

7s fear their inner world. Their feelings of pain, loss, deprivation, and general anxiety that 7s would like to stay clear of as much as possible. To cope with these feelings, 7s keep their minds occupied with exciting possibilities and options – as long as they have something stimulating to anticipate, 7s feel that they can distract themselves from their fears.

Despite their differences, they all experience fear and use their thoughts to decide how to act.

## Summary

By expressing, repressing, or internalizing, each number searches to validate themselves in different ways because of their personal anger, shame, or fear.

There are no absolutes within the Enneagram. However, using the triads can expose emotions and decision-making patterns to create greater self-awareness and a better understanding of those around you.

My Notes: 



# How to Interpret Your Results ...

For most people, it's clear what your basic type is. If your highest score is much higher (3-4 points or more) than the rest of your scores, this is most likely your basic personality type. You can confirm this by reading about the type either on the [Enneagram Institute](#) site or in *Personality Types* and *The Wisdom of the Enneagram*. If the descriptions of this type do not fit you, there are several other possibilities to consider:

- ▶ If you have a number of close ties, you could be a 3, a 6, or a 9.
- ▶ If you have a scattered distribution of scores across three to five types so that there doesn't seem to be any discernible pattern, you could be a 6.
- ▶ If you are a female and your 2 score is highest, look at your next two high scores—females are often taught to play the role of the 2 whether it is their basic type or not.




If you are still not sure which is your type, you could put aside the test results and the descriptions and try to observe yourself objectively over a period of a week or two. After a break from the Enneagram material, you could take the same test again, or try one of the following ways of identifying your type:

## My Notes:

- ▶ Identify your *three highest scores*—one is most probably your basic [Type](#).
- ▶ Consider your family culture, the environment you grew up in as a child—does one of these types seem to reflect that basic orientation and perspective? If so, that is part of you, but not necessarily your primary type.
- ▶ Look at the [Directions of Integration \(Security\) and Disintegration \(Stress\)](#) related to your three highest scores. If there are high scores in one of these directions, this is an indication that the type related to this direction may be your basic type.
- ▶ Look at the [Wings](#) related to each of your three highest scores. Often, but not always, this will also be a high score.
- ▶ To distinguish between the nine types, see the [Compatibility Combinations](#). For example, if you can't decide between Type 2 and 9, click on the 2/9 Compatibility Combination and see which one fits better.

# How to Interpret Your Results ...

Consider also ...

 <b>In The Feeling Center</b>	My Notes:
<p><b>Type 2</b>  <b>The Considerate Helper:</b> The Functions of <b>Empathy</b> and <b>Altruism</b>— the potential for other-directedness, thoughtfulness for others, genuine self-sacrifice, generosity, and nurturance. Negatively, the potential for intrusiveness, possessiveness, manipulation, and self-deception.</p>	
<p><b>Type 3</b>  <b>The Competitive Achiever:</b> The Functions of <b>Self-Esteem</b> and <b>Self-Development</b>—The potential for ambition, self-improvement, personal excellence, professional competence, self-assurance, and social self-distinction. Negatively, the potential for pragmatic calculation, arrogant narcissism, the exploitation of others, and hostility.</p>	
<p><b>Type 4</b>  <b>The Intense Creative:</b> The Functions of <b>Self-Awareness</b> and <b>Artistic Creativity</b>— The potential for intuition, sensitivity, individualism, self-expression, and self-revelation. Negatively, the potential for self-absorption, self-consciousness, self-doubt, self-inhibition, and depression.</p>	
 <b>In The Thinking Center</b>	My Notes:
<p><b>Type 5</b>  <b>The Quiet Specialist:</b> The Functions of <b>Mental Focus</b> and <b>Expert Knowledge</b>— The potential for curiosity, perceptiveness, the acquisition of knowledge, inventive originality, and technical expertise. Negatively, the potential for speculative theorizing, emotional detachment, eccentricity, social isolation, and mental projections.</p>	
<p><b>Type 6</b>  <b>The Loyal Skeptic:</b> The Functions of <b>Trust</b> and <b>Perseverance</b>—The potential for emotional bonding with others, group identification, sociability, industriousness, loyalty to others, and commitment to larger efforts. Negatively, the potential for dependency, ambivalence, rebelliousness, anxiety, and inferiority feelings.</p>	
<p><b>Type 7</b>  <b>The Enthusiastic Visionary:</b> The Functions of <b>Spontaneity</b> and <b>Diverse Activity</b>—The potential for enthusiasm, productivity, achievement, skill acquisition, and the desire for change and variety. Negatively, the potential for hyperactivity, superficiality, impulsiveness, excessiveness, and escapism.</p>	
 <b>In The Instinctive Center</b>	My Notes:
<p><b>Type 8</b>  <b>The Active Controller:</b> The Functions of <b>Self-Assertion</b> and <b>Leadership</b>— The potential for self-confidence, self-determination, self-reliance, magnanimity, and the ability to take personal initiative. Negatively, the potential for domination of others, crude insensitivity, combativeness, and ruthlessness.</p>	
<p><b>Type 9</b>  <b>The Adaptive Peacemaker:</b> The Functions of <b>Receptivity</b> and <b>Interpersonal Mediation</b>— The potential for emotional stability, acceptance, unself-consciousness, emotional and physical endurance, and creating harmony with others. Negatively, the potential for passivity, disengaged emotions and attention, neglectfulness, and mental dissociation.</p>	
<p><b>Type 1</b>  <b>The Strict Perfectionist:</b> The Functions of <b>Ethical Standards</b> and <b>Responsibility</b>— The potential for moderation, conscience, maturity, self-discipline, and delayed gratification. Negatively, the potential for rigid self-control, impersonal perfectionism, judgmentalism, and self-righteousness.</p>	



# How to Interpret Your Results

What is your basic / core type?

What is your triad?

What are your wings?

Where do you fall in the Feeling, Thinking, Instinctive center spectrum?

What strengths do you want to leverage as a leader?

What areas do you want to develop as a leader?



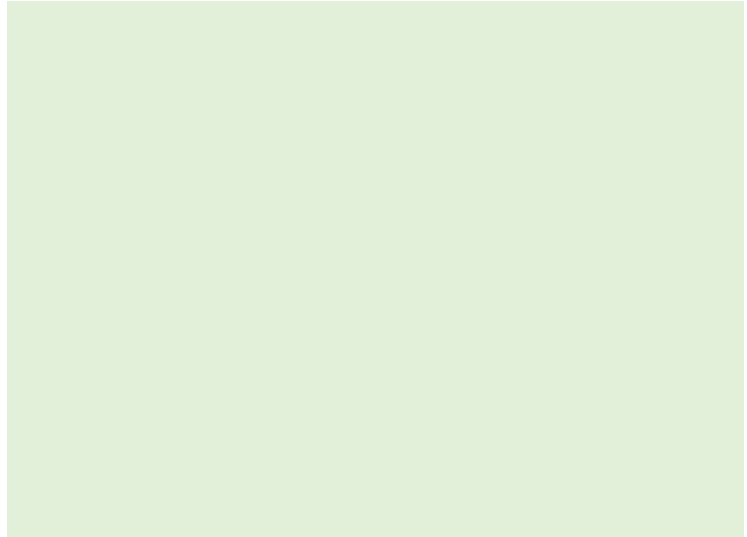
# Other Considerations for Interpretation

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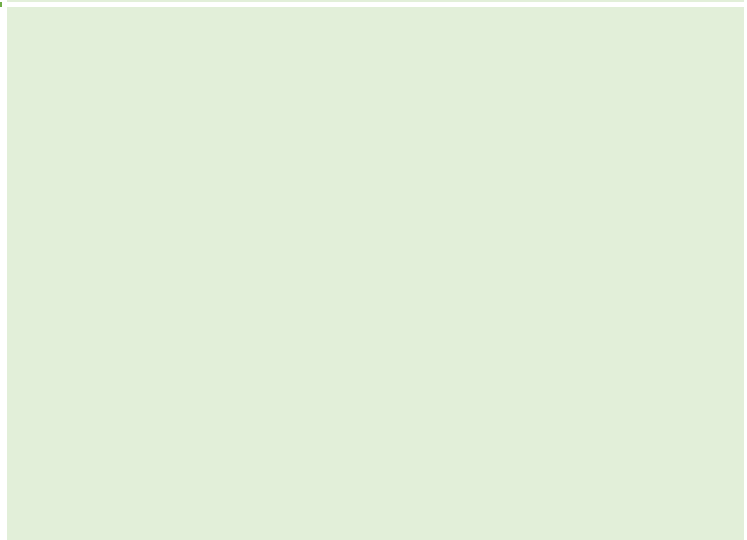
## Using Enneagram at Work ...

You spend a significant amount of time working with others



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Healthy work relationships improve results and reduce conflict



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Understanding your own style and proactively adapting to others strengthens results and relationships



# 9 Styles in a Work Environment

My Notes:

1

**The Strict Perfectionist** – 1s are responsible, thorough, and hard-working with high standards for themselves and others. They know how to do things the right way. Their challenge is to balance their critical thinking with acceptance and appreciation, and to know when “good enough” is more productive than “exactly right.”

2

**The Considerate Helper** – 2s are positive and people-oriented. They make excellent communicators and will support the best interests of the organization. Highly empathetic, they know what other people feel and need. Their challenge is to practice good personal boundaries and to choose more carefully when and how much they help others.

3

**The Competitive Achiever** – 3s have tremendous productivity. Enthusiastic and highly motivated, they quickly move into action to accomplish results. Their challenge is to take the time to listen to others, build good relationships, and develop a more long-term strategy. They need to watch out for personal burnout due to “workaholism.”

4

**The Intense Creative** – 4s focus on authenticity, meaning, and aesthetics. They value excellence in all things, and they want to make a personal connection to their work and to the people around them. Their challenge is to learn to tolerate the mundane aspects of work, to reduce their emotional reactions, and to not take things too personally.

5

**The Quiet Specialist** – 5s are excellent thinkers and strategists. They seek to develop technical expertise and accumulate knowledge. They need lots of privacy and autonomy. Their challenge is to be available to other people when possible, to communicate warmth, and to recognize other kinds of human assets besides mental intelligence.

6

**The Loyal Skeptic** – 6s focus on figuring out what’s going on around them to create safety and structure. They are loyal, dependable, and they are especially good at anticipating problems and creating solutions. Their challenge is to manage their suspicion and doubt so that it doesn’t demotivate themselves or other people.

7

**The Enthusiastic Visionary** – 7s are quick-thinking, adaptable, and positive in their outlook. Where other people see problems, they see opportunities. They like to enjoy multiple interests and multiple options. Their challenge is to acknowledge problems and limitations and to bring their attention back to the present and the task at hand.

8

**The Active Controller** – 8s are good at taking charge of their environment. They know how to mobilize to get things done. They will stand up for the positions and the people they care about. Their challenge is to moderate their forcefulness, to become adaptable in different situations, and to avoid creating unnecessary conflict.

9

**The Adaptive Peacemaker** – 9s are steady and balanced in their approach to work and relationships. They can see all sides of an issue and are able to bring people together in a spirit of cooperation and harmony. Their challenge is to stay focused on the priorities and to stick-up for their own position, even if that involves discomfort or conflict.



# Notes

My Notes: 



# Enneagram at Work

## ENNEAGRAM 1s at Work

**Enneagram Type 1s** value hard work, self-control, and setting high standards. They find motivation by being or doing things “right” and fear being imperfect or perceived as wrong.

They’re detail-oriented and typically the person you go to when dealing with difficult situations that require accuracy, quality control, and improvement.

### Communication Style

Polite, thoughtful, detailed, and well-formulated. 1s should be mindful that they can become demanding because they have high expectations. Encouraging a 1 to share their perspective openly can help the team mitigate potential risks.

### Under Stress

Stress impacts 1s with a sense of hopelessness, and they become their own worst critics.

### When Secure

When 1s feel secure, they lighten-up and are more spontaneous.

Type 1s are people of practical action who are always concerned with doing the right thing. 1s are efficient, organized, and dependable to complete the task.

They do things in a professional, honest and ethical manner. 1s have a knack for creating structures that allow others to thrive.

## ENNEAGRAM 2s at Work

**Enneagram Type 2s** are positive, people-oriented individuals; invested in the feelings and needs of others. 2s are motivated by being needed and fear feeling rejected by others.

## Communication Style

2s are relational, caring, demonstrative, and supportive. The perceived health of their relationships influences how they communicate with others. They prioritize expressing care and are grateful when others do the same; a thank you can go a long way.

### Under Stress

Stress causes 2s to become aggressive (especially when they don’t feel appreciated), resulting in attempting to blame or control others.

### When Secure

When 2s feel secure, they are more transparent and exhibit creative potential. They can feel and express their full range of emotions responsibly.

This type demonstrates caring and thoughtful behavior and makes it a point to be there whenever you need them. 2s are terrific in roles that require strong people skills, anticipating the needs of others, and social interaction.

A 2’s strength can also surface as a weakness. 2s may lack boundaries, losing sight of their ideas, needs, and priorities with lower self-awareness.

They are consummate team players, always opting for self-sacrifice over self-promotion, and happy to take on extra work when others are overloaded or in a jam.

2s are attentive, appreciative, generous, warm, playful, and nurturing. They usually have a large circle of acquaintances and fiercely guard relationships.



# Enneagram at Work

## ENNEAGRAM 3s at Work

**Enneagram 3s** tend to be ambitious, highly productive, and appear as the symbol of success in the workplace. 3s value appreciation and recognition. Hard work, goal-oriented, organization, and decisiveness are trademarks of this type. They are motivated by admiration and are fearful of lacking value to others.

### Communication Style

Straightforward, efficient, focused, and confident. They prepare for meetings to ensure they are clear, and goal focused. It is important to them for others to reciprocate respect and value while communicating.

### Under Stress

Stress can cause 3s to lose focus and be preoccupied with busy work.

### When Secure

When 3s feel secure, they are more committed and loyal. They find it easier to identify their emotions and connect with others.

In pursuit of success, 3s may railroad others in the workplace, become workaholics, and struggle with accountability.

3s are energized by being productive, achieving success, and avoiding failure. They can be playful, giving, responsible, and well-regarded by others in the community.

3s can complete work efficiently and competently to ensure they reach personal goals. A 3 has a keen ability to size up tasks and understand the dynamics of work groups. They can also be inspiring and motivate other people to excel.

## ENNEAGRAM 4s at Work

**Enneagram 4s** are creative, unconventional individuals within a team. 4s are motivated to express their individuality and demonstrate fear when perceived as ordinary. They value authenticity and stand by their beliefs.

## Communication Style

4s are intense, authentic, creative, and empathetic. 4s have a strong desire to be understood and want to know how those around them feel.

Enneagram 4s value relationships and connections with other people. They seek to experience authentic feelings and to be understood. This type avoids the ordinary and searches for deeper meaning in their work.

### Under Stress

When experiencing stress, 4s can become overly dependent upon others and seek assurance.

### When Secure

When 4s feel secure, they act on their ideals, practice organization, and use self-control.

4s can also be empathetic in relationships, supportive, gentle, playful, passionate, and witty. They are self-revealing and can form bonds quickly with others.

Type 4s have an innate talent for identifying and expressing a sense of harmony within their surroundings. They have a gift for helping others to see beauty in their work and are great teammates to help identify unexpected solutions to problems that others may overlook.

## ENNEAGRAM 5s at Work

**Enneagram Type 5s** are thoughtful, cerebral types who see and interpret the world through information. 5s are motivated by a desire to be competent. They strive to be capable in all aspects and fear looking uninformed.

5s are independent thinkers and typically enjoy working alone to process and have time to problem-solve. They are good listeners, observant, and help others understand the truth more soberly and objectively.

### Communication Style

Brief, professional, objective, and reserved. 5s rely on research, insight, and knowledge before communicating and, therefore, may need time to share the next steps or ideas. This type appreciates the patience and willingness to listen to new perspectives while conversing.

### Under Stress

Stress can cause 5s to be easily distracted and disorganized. It can also cause them to detach themselves from the team.

### When Secure

When 5s feel secure, they will exude more energy and action, take the initiative, and be decisive.

5s are kind, perceptive, open-minded, self-sufficient, and trustworthy to teammates. They have strong analytical skills and are good at problem-solving. 5s can be very helpful when teams need objectivity, clarification, or exploration of new ideas.

Enneagram 5s are naturally open and receptive to new facts and impressions, discovering new ideas, research, and innovations – particularly those that are provocative, surprising, unconventional, and profound.

## ENNEAGRAM 6s at Work

**Enneagram Type 6s** value preparedness and are dependable individuals you can trust with important decisions. This type is most motivated by stability and fears lacking direction.

6s possess excellent problem-solving skills and thrive on helping to create solutions. They are adept at identifying potential problems and researching viable solutions.

### Communication Style

Inquisitive, witty, logical, and ironic. 6s prefer to focus on the task at hand and typically are relational in their approach. They appreciate when others value their input and interpret their concern as a desire for the project's success.

### Under Stress

Stress can cause 6s to discredit their feelings or drive them toward workaholic tendencies.

### When Secure

When 6s feel secure, they can reframe unnerving thoughts, accept others, and lower their suspicions.

6s are warm, playful, open, loyal, supportive, honest, fair, and reliable. They are cooperative individuals willing to do what it takes to support the team.

6s value experience and data when considering new solutions or next steps. When deciding, a 6 will often look to a book, leader, or institution for reliable answers.

# Enneagram at Work

## ENNEAGRAM 7s at Work

**Enneagram Type 7s** are spontaneous, imaginative, charming people who bring fun to the workplace. They're motivated to be happy and are fearful of experiencing limitations.

7s have a positive outlook on life, and their enthusiasm proves a valuable asset to their team. They see opportunities others may miss but can

### Communication Style

Fast-paced, energetic, visionary, and confident. 7s like to keep conversations upbeat. When communicating with them, look for areas of agreement and opportunities that foster synergy.

### Under Stress

Stress can lead 7s towards criticism, fault-finding, and narrow-mindedness.

### When Secure

When 7s feel secure, they accept the good and the bad. They can slow their pace and focus.

7s are lighthearted, generous, outgoing, and caring. They enjoy sharing new experiences with friends and teammates. This type typically radiates joy and optimism, expresses childlike astonishment, and experiences life as a gift.

## ENNEAGRAM 8s at Work

**Enneagram Type 8s** stand up for what they believe in and care about justice. 8s find motivation in remaining in control and fear appearing weak or vulnerable.

8s often emerge as natural leaders because they are action-takers and can sometimes overstep boundaries to move work forward; however, this can cause relational strain with teammates.

## Communication Style

Authoritative, direct, bold, and strategic. 8s communicate in a straightforward, passionate manner. They are comfortable with debate and rarely avoid conflict. To connect with an 8, share honestly and openly, without hesitation.

### Under Stress

Stress causes 8s to withdraw and become rigid. They will lose touch with their emotions and ignore signs that it is time to take a break.

### When Secure

When 8s feel secure, they become relatable to others, exhibiting warmth and compassion.

Type 8s are self-reliant, strong, and independent. They can also be loyal, caring, cheerful, and generous. 8s will take the initiative and prefer to be in charge to exercise the freedom to choose what they believe is the right course of action.

8s can also give others a sense of strength through their positive support. They instinctively know when something is "off" within the environment and do not hesitate when sharing their opinion.

This type often is a source of strength for others, likes to protect the weak, and develops a tremendous sense of responsibility.

## ENNEAGRAM 9s at Work

**Enneagram Type 9s** are mediators of the group and thrive when helping differing parties resolve conflict. Their motivation stems from a desire for peace of mind and fears of experiencing overwhelming strife.

9s can handle difficult conversations and remain level-headed. They are commonly the person people go to when they need a resolution or a second opinion concerning a pressing issue.

Their feelings do not drive them; they have keen instincts that help them gather wisdom to share. 9s are not confrontational but can navigate conflict to ensure both sides feel understood.

### Communication Style

Affirming, supportive, easygoing, and diplomatic. 9s are open to others and value their opinions. They enjoy meaningful conversation and appreciate when others reciprocate the same.

9s can become passive and indecisive when they do not feel understood; therefore, inviting their input is a great way to ensure you receive their counsel.

### Under Stress

Stress impacts 9s with a sense of anxiety and indecisiveness. They can begin to overcommit and doubt their abilities.

### When Secure

When 9s feel secure, they tend to be more practical, productive, focused, and confident.

9s want to keep the peace, connect with others, and avoid conflict. Typically, 9s are kind, gentle, reassuring, supportive, loyal, and nonjudgmental. This type can exhibit various characteristics, from gentle and mild-mannered, to independent and forceful.

My Notes: 



# Notes

My Notes: 



# Understanding Enneagram at Work

What type are you evaluating?

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What might be the strengths of this style? How could these be leveraged for more success at work?

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What might be the challenges of this style? How could these be developed or worked around for more success at work?

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How do you think someone with this style prefers to receive communication / information?

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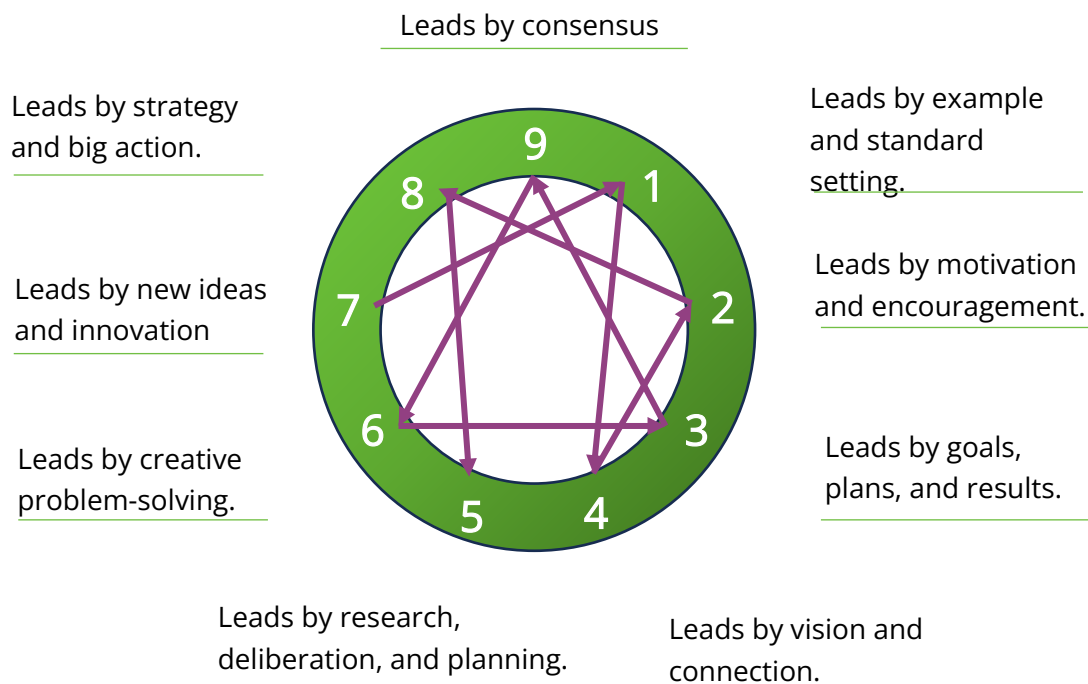
How do you think they like to make decisions?

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How do you think they like to collaborate / work with others?



# Using Enneagram for Leadership Development



The Enneagram’s leadership application helps you understand the 9 different leadership paradigms and their related leadership strengths and potential derailers; the predictable behaviors of leaders of each type; and the best development activities to enhance your leadership capability based on your Enneagram type.

In addition, the Enneagram can be used to develop very specific leadership competencies, from driving for results to strategic planning, leading high-performing teams, and more.

My Notes: 

# Leadership Strengths & Challenges

Strengths	My Notes:
<p><b>1</b> <b>One</b> Leads through example, organization, consistency, responsibility, pragmatism, and attention-to-details.</p>	
<p><b>2</b> <b>Two</b> Leads through motivation, developing excellent relationships, supportiveness, and resourcefulness.</p>	
<p><b>3</b> <b>Three</b> Leads through clear goals, focus, entrepreneurial spirit, energy, and “can-do” attitude.</p>	
<p><b>4</b> <b>Four</b> Leads through values-based vision, creativity, inspiration, compassion, and interpersonal connectedness.</p>	
<p><b>5</b> <b>Five</b> Leads through research and planning, logical insight and analysis, objectivity, and expertise.</p>	
<p><b>6</b> <b>Six</b> Leads through collaboration, creative problem-solving, risk assessment, loyalty, and perseverance.</p>	
<p><b>7</b> <b>Seven</b> Leads through innovation, high energy, idea generation, enthusiasm, curiosity, and engagement.</p>	
<p><b>8</b> <b>Eight</b> Leads through strategic vision, understanding influence networks, honesty, boldness, and action.</p>	
<p><b>9</b> <b>Nine</b> Leads through diplomacy, consensus, inclusiveness, patience, respect for others, and consistency.</p>	



# Leadership Strengths & Challenges

Challenges	My Notes:
<b>1</b> <b>One</b> Being reactive and critical, overly involved in operational details, opinionated, and inflexible.	
<b>2</b> <b>Two</b> Being overly relationship-focused, having difficulty saying no or setting boundaries, and being too involved.	
<b>3</b> <b>Three</b> Being too competitive, abrupt when stressed, impatient with lengthy conversations, and over-working.	
<b>4</b> <b>Four</b> Being too intense or moody, over-emphasize feelings, over-sensitive, and withdrawn.	
<b>5</b> <b>Five</b> Being detached, remote or aloof, overly independent, discomfort engaging others, and overly cerebral.	
<b>6</b> <b>Six</b> Being too wary and cautious or too risk-taking, too compliant, or too defiant, and projecting feelings and thoughts.	
<b>7</b> <b>Seven</b> Being impulsive and unfocused, avoiding difficult issues, rationalizing, and lack of thorough follow-up.	
<b>8</b> <b>Eight</b> Being controlling and demanding, agitated with slow pace or lack of big action, and being highly over-extended.	
<b>9</b> <b>Nine</b> Being unassertive, conflict avoidant, overly accommodating, and being indecisive, or low energy	



# Leadership Development Tips

My Notes:

**One / 1**

Learn to delegate, even the work you enjoy doing, without hovering, or constantly checking-up on others.

**Two / 2**

Focus on tasks equally with the relationship aspects of leading, take time for yourself to rest, eat and relax.

**Three / 3**

Identify less with your work as the primary sense of who you are and the value you bring.

**Four / 4**

Focus less on yourself, your feelings, and the emotions of others, and more on the task at hand.

**Five / 5**

Gain greater access to your emotional state in real time and trust your body instincts more.

**Six / 6**

Ask fewer “what ifs” and more “why nots” as you approach leadership challenges.

**Seven / 7**

Talk less, listen more, stand still, and focus on execution equally with idea generation.

**Eight / 8**

Learn to forgive and forget, remembering that there are multiple, valid perspectives, and invite conversation.

**Nine / 9**

Believe in yourself, honor what you have to offer as a leader, and share your point-of-view with others.



# Appendix

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# Enneagram Wings

**Wing points** are located on either side of our type around the circumference of the Enneagram symbol.

Because wings are right next to our own type, we can visit them easily.

People often have one dominant wing that modifies and blends with the basic type and highlights certain tendencies.

Along with the **instinctual subtypes**, the wings account for many wonderful variations in personality type.

## What is an Enneagram Wing?

An Enneagram wing refers to the influence of one of the adjacent personality types on an individual's primary type. Each Enneagram type has two numbers directly beside it. The two numbers beside each type are the wings of the dominant personality type.

Enneagram wings represent the influence of the two types adjacent to an individual's primary type on their personality and behavior. For example, an individual whose primary type is 4 (The Individualist) may have a strong wing of type 3 (The Achiever) or type 5 (The Observer), which would indicate that they are influenced by the characteristics of both type 4 and type 3.

Those new to the Enneagram often wonder if their wing can be any of the nine numbers, but this isn't possible. For example, if your dominant type is 5, your wing cannot be a 2. The wings of an Enneagram 5 can only be 4 and 6.

Everyone has a unique sense of personality. The description you read for each Enneagram personality type are helpful summaries; however, there will always be variances in how every individual interacts, even though they may share the same Enneagram number.



Wings are one of the ways the Enneagram uses to explain the complexities of personality. Enneagram wings can influence thinking and behavior because individuals will still identify with some of the core motivations of these adjacent types.

## Do Enneagram Wings matter?

Learning about Enneagram wings can help you discover, enhance your journey of self-discovery, better understand others, and strengthen relationships.

Once you understand your Enneagram wing type, you can use the knowledge you've gained to improve your capabilities by recognizing your behaviors. This process can help you develop desirable qualities to avoid blindly hurting yourself and others. Expanding your perspective by exploring Enneagram wings can help you experience happier and healthier relationships.



# More on Enneagram Wings

Understanding Enneagram wings is important because the wings of each personality type affect each type in significant ways and can be used to further understand an individual's motivations. Recognizing each Enneagram wing's influence can help you avoid weaknesses or lean into their strengths when needed.

## How do Enneagram Wings work?

Enneagram wings influence your dominant Enneagram personality type in decision-making, complementing or contradicting your dominant type's traits and enhancing your personality.

The presence of a wing is thought to influence a person's overall Enneagram type and can provide additional insights into their personality and behavior. For example, a person with a type 4 Enneagram core and a type 3 wing might exhibit traits from both the Individualist and Achiever types, such as a desire for uniqueness and a drive for success.

Ian Cron describes Enneagram wings as "a seasoning" to our core type. In the same way that different spices are added to foods to enhance or influence their flavor, Enneagram wings "season" the dominant type as individuals draw from each wing's unique qualities, thus adding variety to their personality.

Enneagram wings can influence the dominant personality type differently because they are dynamic rather than static. This explains why people with the same dominant Enneagram type can have different traits from one another.

Therefore, it is important to understand the motivations of each Enneagram type and which one you most identify with so that you can maximize or limit the influence of each wing.

Because every type has strengths and shadow sides, the wings of your dominant type can also positively or negatively affect your personality. An individual's ability to monitor how their wings affect them relies on self-awareness.

## How can understanding Enneagram Wings help in personal development?

By understanding your Enneagram wings, you may be able to:

1. Identify your strengths and weaknesses
2. Understand how you relate to others
3. Make better decisions

Knowing your Enneagram type and wing can help you understand your natural tendencies and patterns of thought and behavior, which can help you recognize areas of your life where you might benefit from growth and development.

The Enneagram can help you understand how you relate to others and how others may perceive your behavior. This can help improve your relationships and communication with others.

Learning about Enneagram wings can help you become more self-aware by providing insights into your unconscious motivations and patterns of thought and behavior. This can help you make more conscious and intentional choices in your life.



# More on Enneagram Wings

## 4 Tips to help you use both wings of your dominant type:

- ▶ **Understand your Enneagram type:** You can learn your behavioral patterns and personality traits by understanding your type.
- ▶ **Notice your behaviors and patterns:** By becoming more self-aware, you can learn more about your strengths and weaknesses to recognize your actions and better yourself.
- ▶ **Practice acceptance:** Sometimes, being hard on yourself can cause more harm than good. It's best to accept your unique and healthy qualities and love you for who you are. We can't change some things about ourselves, but that's okay because no one is perfect.
- ▶ **Mindfully apply what you are learning:** Once you understand how your dominant type and wings influence you, you should begin trying to apply what you know as you navigate your thoughts and relationships.

## How do I determine my dominant Enneagram wing?

To determine your dominant Enneagram wing, you should consider the motivations of each wing and which ones you tend to lean toward the most. Because some people can relate to both of their Enneagram wings equally, it can sometimes be difficult to figure out which one is their dominant wing. Learning more about each wing, including its strengths and weaknesses, is the best way to understand which wing you depend on.

Sometimes, your dominant wing can be so strong that it makes you uncertain if it is your personality type.

## Enneagram Wings Description

### Enneagram 1 Wings

#### 1w9

An Enneagram 1w9 will tend to be more introverted than a 1w2. They think before they speak to avoid saying something against their morals. Sometimes, a 1w9 takes a long time to make a decision which can make them a bit of a procrastinator. This wing type is better at maintaining relationships.

#### 1w2

An Enneagram 1w2 tends to be extroverted and outgoing with a warm nature. They are more empathetic and understanding than a 1w2 and feel inclined to help the people around them. 1w2s can be excellent problem-solvers but a little more critical and controlling.

### Enneagram 2 Wings

#### 2w1

An Enneagram 2w1 is inclined to help people but is more concerned with providing the proper help that meshes with your morals. Their goal is to be seen as someone others can depend on and a responsible figure. With this wing, they can be more critical of themselves and have trouble expressing their needs.

#### 2w3

Enneagram 2w3s are more ambitious and image-conscious than the 2w1. They can be very extroverted and more inclined to connect with the people around them. 2w3s can be excellent leaders because they are competitive and like to be seen as experts.

# More on Enneagram Wings

## Enneagram 3 Wings

### 3w2

Enneagram 3w2s are charming and persistent, making excellent entertainers or salespeople. They crave attention from the people around them, but they can get angry or aggressive if they don't receive it. Though they want to be recognized for their achievements, they still help others.

### 3w4

An Enneagram 3w4 cares more about staying authentic to themselves than a 3w2. This can feel confusing to them because their dominant type is more of a social chameleon, while their wing type values being seen as unique. They may pretend to be someone for a crowd but feel conflicted because they know it is not authentic.

## Enneagram 4 Wings

### 4w3

A 4w3 wants to be unique and the best because they have competitive energy. Because of the 3 wing's influence to be image-conscious, they can be more aware of dialing back their emotional intensity than a 4w5. Also, they want to be different but socially accepted.

### 4w5

4w5s are more introverted. They have unique artistic interests because they are attracted to the avant-garde and eccentric. They value being different from others but have less need to be noticed than a 4w3.

## Enneagram 5 Wings

### 5w4

An Enneagram 5w4 is more sensitive. Sometimes they can come off as more self-absorbed. They are more independent as both type 5 and 4 do not mind being alone.

They have creative and eccentric personalities and are often drawn to the unusual.

### 5w6

An Enneagram 5w6 tends to be more anxious and cautious, influenced by both types. However, they often have a more social life than the 5w4 and may find it easier to be loyal to people they care for deeply. They are aware of their fears, so they surround themselves with people. A 5w6 can also sometimes come off as socially awkward.

## Enneagram 6 Wings

### 6w5

A 6w5 is more introverted, self-controlled, and intellectual than a 6w7. They often surround themselves with leaders and others who share the same values. They enjoy their privacy and are sometimes seen as aloof because of the 5 wing influence.

### 6w7

An Enneagram 6w7 can be playful and entertaining. They are much more outgoing and adventurous for a dominant type 6 but not as risky as a dominant type 7. Since 6s often feel anxious, they always have a backup plan if their adventures go wrong.

## Enneagram 7 Wings

### 7w6

An Enneagram 7w6 is more settled than rambunctious. They take more time to work on projects before moving on, so their pace is slower than a typical type 7. They may have an easier time committing to relationships than a 7w8.



# More on Enneagram Wings

## 7w8

A 7w8 can appear reckless because of their quick pace and competitive, bold attitude. When expressing their ideas, they can be assertive and even get aggressive when others disagree. The 7 wing can help a type 8 prioritize having fun over gaining power.

## Enneagram 8 Wings

### 8w7

Enneagram 8w7s are more outgoing, energetic, and fun. They are ambitious and determined to impact others but can make impulsive and reckless decisions. They like to make the most out of opportunities and live to the fullest.

### 8w9

An Enneagram 8w9 is typically more organized and prepared than an 8w7. They can be easier to approach and more cooperative with others. The 9 wing can help a type 8 to be an excellent mediator and to refrain from forcing their desires.

## Enneagram 9 Wings

### 9w8

An Enneagram 9w8 can often feel conflicted because type 9s avoid anger, while the 8 wing can influence it. They can be more confident while also having stubborn and passive-aggressive tendencies. They have more access to feelings of anger to express their emotions openly when there is conflict.

### 9w1

An Enneagram 9w1 has a stronger sense between right and wrong to focus on accomplishing their goals. Unlike a 9w8, they are more introverted and critical toward themselves than others. Their 1 wing can also make them more likely to participate in efforts to promote justice and fairness.

# Enneagram Lines

**Security and stress points** show where our energy and awareness flow, depending on our needs and circumstances. We often move from our “home base” to the two points connected to our own by the lines in the diagram.

The stress point is where we go when feeling stressed and pressured, or when mobilizing for action. The security point is where we go when feeling relaxed or secure, or paradoxically, when feeling overwhelmed or exhausted.

This **dynamic movement** creates a significant shift in our point of view and style of behavior, allowing us to become less stuck in our habitual patterns.

## What do the Lines of the Enneagram mean?

The lines on the Enneagram connect each type to two other types. These lines are paths for growth (although they can also be used in unhealthy ways).

You will want to get familiar with your connecting numbers as these will provide great insight as to how you function as well as paths to help you grow.

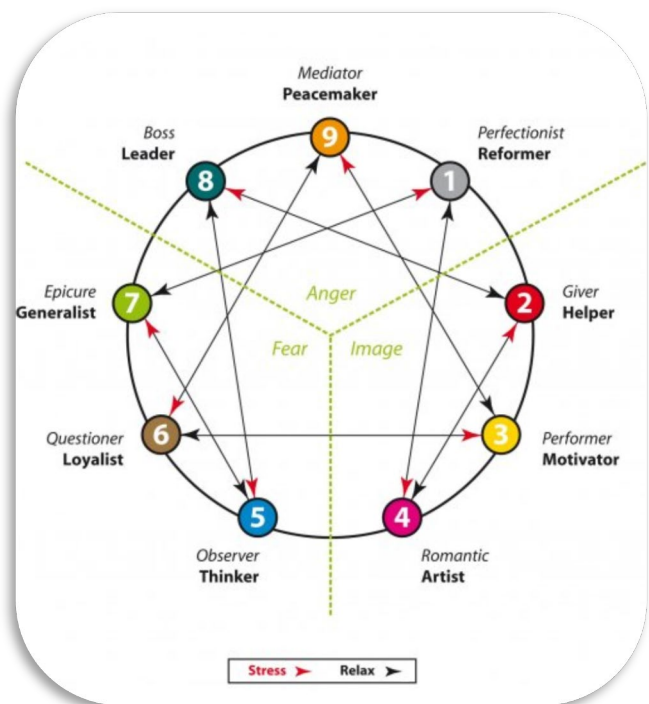
## The many names of the Enneagram Lines

The lines of the Enneagram have many names. First, they are in general called either Enneagram lines, Enneagram arrows, and less commonly Enneagram paths.

As there are two lines that connect to each type, each line has been given a name.

One line is often called a growth line/arrow, or it is also called a line of integration.

The other line is often called a stress line/arrow, or it is also called a line of disintegration.



You may also see people talk about growth numbers or stress numbers. This refers to the number that these lines connect each type to.

**Example: Type 1 has lines connecting it to numbers 4 and 7.**

## How the Enneagram Lines actually work

The lines of the Enneagram connect each type with two other numbers. But one number isn't good while the other is bad.

We can use both of our connecting numbers in healthy or unhealthy ways.

This means your stress number is not something to be avoided and your growth number can be used in unhealthy ways.

# More on Enneagram Lines

## When two numbers are actually four

Many Enneagram teachers now give the line numbers four different names to show how they are used in unhealthy or healthy ways.

There are still just two connecting lines (two numbers) but since we can use each number in an unhealthy or healthy way, we've labeled them as a total of four number names.

- ▶ **Growth number** (this is the same "growth number" that's been used for decades – healthy)
- ▶ **Stress number** (this is the same "stress number" that's been used for decades – unhealthy)
- ▶ **Security number** (this is your "growth number" used in average to unhealthy ways)
- ▶ **Missing piece number** (this is your "stress number" used in healthy ways)

## What is the Growth Number?

Your growth number is the number that you move towards (in healthy ways) when you relax the grip on your type and grow out of some of the unhealthy traits of your type.

Sometimes called the "security number" which can be confusing because those who call the growth number a "security number" are using the term in the growth sense; they are both the same number on the enneagram.

This can also be referred to as the "relaxation point" or "integration" or "energizing point".

## What is the Stress Number?

Your stress number is the number that you tend to default to in times of stress. By default, we tend to use the unhealthy traits of this number in stress but with a conscious effort we can also learn to use the healthy traits to help us through stressful seasons.

Alternative names can be the "resource point" or "disintegration" or "resolution point"

## What is the Security Number?

Your security number is the number that you might find yourself using (in average to unhealthy ways) only when around close friends and family, those you are secure with.

Much like our stress number, we want to be aware that we can fall into the negative traits a little too easily. Our friends and family will put up with these traits because they love us, but we don't want to use these traits poorly.

The average traits can often be used to help us shift a bit from our usual main Enneagram number.

Ideally, we want to be able to show the world these good traits but that takes a longer process with our growth number: it's often easiest to show our family and friends these average traits which is why it's our security number. You could consider your security number as your training wheels.

Alternative names: occasionally hinted at by saying "the low side of your growth number", also is wrapped up into the names "relaxation point" or "energizing point".

## What is the Missing Piece number?

Your missing piece number is when we take on the healthy traits of our "stress number" when we are reaching our healthiest levels, and this missing piece helps us move beyond the grip of our main type.

You will not morph into this missing piece type (once a 4 always a 4). Your missing piece simply allows you to become what you most desire while staying your main type. It's the remaining piece to help bring balance to your main type.

# Other Considerations for Interpretation

## Other Patterns and Questions

### Fluctuating Scores

If you take one of our Enneagram tests several times, your basic type should remain the same, although you will probably find that the scores for the other types will rise or fall depending on other influences in your life. Someone having problems with a significant relationship, for instance, is likely to register higher or lower scores in types associated with concerns about relationships, such as 2, 6, and 9.

Likewise, someone who has been putting a lot of time and energy into work or is having career problems is likely to produce elevated scores in types 3, 8, and 1. After the troubled relationship or the career issues have been resolved (one way or another), the profile for that the person may change yet again. The scores for the person's basic personality type may also be affected, although the type itself will remain the same.

### Wings

Your (dominant) wing is indicated by the higher score of one of the types on either side of your basic type. For example, if you test as a 2, your wing will be 1 or 3, whichever has the higher score. The second highest *overall* score on your Enneagram test is not necessarily that of the wing. For instance, a 6's second highest score may be 9; this does not mean that their wing is 9. (Look at the scores for 5 and 7; the higher is the 6's wing.)

In all cases, the proportion of the wing to that of the basic type must be taken into consideration. Some people will have a relatively high wing score in proportion to their basic type. Some will have a moderate, or even a low, proportion of wing to basic type.

This consideration is significant for understanding a person's reactions and behavior, particularly if a prediction of their performance is being attempted, as in a business setting. Understanding the relative proportion of the wing to the basic type also yields insights into the childhood origins of the person, codependency issues, and potential pathology. (For a complete explanation of the proportion of wing to basic type, see *Personality Types*, revised edition, 418-421).

You may also get a high score in a wing other than the one you are expecting because of current factors in your life. For example, someone who had been typed both by themselves and by three trained Enneagram teachers as a 7 with a 6-wing tested as a 7 with an 8-wing. In this instance, although the Enneagram test correctly diagnosed the person's basic type, the wing differed from what was expected. A reasonable interpretation is that this person is in a high-pressure, competitive field where self-confidence and initiative are crucial for success. The person has been taking more control of their career and has been making a conscious effort to be more assertive. This possibly caused them to register more responses for the 8 than for the 6.

When assessing your wing, it is always a good idea to evaluate the test results by reading the descriptions of both wings and deciding which fits you best.



# Other Considerations for Interpretation

## Close Calls and Indistinct Patterns

Occasionally, someone's results will be an almost even distribution of scores among the nine types. Of course, the highest score will usually indicate the basic personality type. However, in some rare instances, there may be a tie for the high score, and it will therefore be difficult to draw conclusions about the basic type from the evidence of the test alone. Alternatively, while one score may be higher than the others, the scores for several types may be so close that it is difficult to find easily recognizable patterns among them. For example, in a specific case, a person scored 19 points - their highest score—in three types, and 18 points in two others.

There are two explanations for this kind of close pattern. First, the person may have been engaged in therapy or spiritual development for many years and may have resolved the problems and conflicts of their personality. (As essence is developed, personality loses its grip; hence, the more work a person does on themselves, the more it eventually becomes difficult to test personality, and scores would be expected to equalize.) It should be noted, however, that very few individuals seem to have attained this degree of integration and non-identification with their ego. This explanation should therefore be applied rarely and with great caution.

The second explanation for a relatively close distribution of scores is that the subject may *not* have spent much time in personal development and therefore lacks the self-knowledge necessary to take an Enneagram test properly. (Ironically, this explanation is a reverse of the first.)

In this situation, the same pattern results from the person's identification with too many traits indiscriminately. If this should occur, the person's personality type may be found by having someone who knows them well take the Enneagram test either with the person or in the person's place.

A person who has obtained the same score in several types should also read the type descriptions carefully, with particular attention to the types' motivations, and then retake the test.

The personality type that most frequently encounters this difficulty is type **9**. 9s tend to have problems seeing themselves because their sense of self is relatively undefined. They have developed their capacity to be unselfconscious and receptive to others and therefore tend to see themselves in all of the types and in none very strongly. Moreover, there is also a tendency for female 9s to misidentify themselves as 2s and for male 9s to misidentify themselves as 5s; see *Understanding the Enneagram* (revised edition, 2000) for comparisons between these types.

Furthermore, since 9s also tend to identify strongly with others, they may mistakenly apply the personality traits of loved ones to themselves.



# Other Considerations for Interpretation

For example, 9s married to 4s may register high scores in 4 because of their identification with the 4 spouse, not necessarily because they have actually developed the qualities of a 4 themselves.

9s are not the only ones to misidentify their type, however. Because of a strongly held self-image, emotional needs, or social fears, individuals of other types may have extreme difficulty seeing themselves accurately and therefore may produce incorrect test results.

A **3**, for example, may test almost equally high or higher in another type because they invest a great deal in projecting a particular image, especially in their career. 3s who want to see themselves as entrepreneurs may test high in 8, or as intellectuals may test high in 5, or as artists may test high in 4.

A **6** may also have scores that do not follow a discernible pattern. 6s tend to internalize the values and motivations of people that are important to them in an attempt to find stability and security; thus, when answering test questions, they may answer from multiple clusters of values, not knowing which is most fundamental to them, resulting in scores scattered across the types.

It is therefore important to read the full descriptions of each type and to understand the person's underlying motivations and attitudes to make an accurate assessment.

Beyond this, it is worth noting that while some people may identify their type correctly, they may not want to admit aspects of themselves either to themselves or to anyone else.

Obviously, no test of personality can work unless people are willing and able to look at themselves honestly.

## High Scores Toward Unhealth

High scores in a person's Direction of Disintegration do not necessarily mean that the person is unhealthy. It is possible either that the person has integrated around the Enneagram and is developing the positive aspects of the Function that is symbolized by that type or that temporary circumstances in the person's life are eliciting aspects of the type.

Enneagram tests do not purport to measure health or unhealth, self-actualization, or pathology. The primary concern of this test is to determine your basic personality type, and any other conclusions drawn from the test are relatively speculative.

Furthermore, the statements for each type have been designed to fall within the *healthy to average* range of the Levels of Development, that is, between Levels three to six on the Continuum. It would therefore be virtually impossible for pathology to be discovered by this test. High scores in a type in your Direction of Disintegration may, however, indicate a tendency to respond with behavior weighted toward the low-average end of the Continuum.

While this could alert you to an "unhealthy" tendency, the Enneagram tests do not diagnose neuroses or mental disorders. Remember that if the type in your Direction of Disintegration is understood as a psychological Function, the type is part of your overall personality and, as such, must be integrated into it. All types, no matter how high or low they score on this test, must be taken into consideration.



# Enneagram at Work

## ENNEAGRAM 1s at Work

**Enneagram Type 1s** value hard work, self-control, and setting high standards. They find motivation by being or doing things “right” and fear being imperfect or perceived as wrong.

They’re detail-oriented and typically the person you go to when dealing with difficult situations that require accuracy, quality control, and improvement.

### Communication Style

Polite, thoughtful, detailed, and well-formulated. 1s should be mindful that they can become demanding because they have high expectations. Encouraging a 1 to share their perspective openly can help the team mitigate potential risks.

### Under Stress

Stress impacts 1s with a sense of hopelessness, and they become their own worst critics.

### When Secure

When 1s feel secure, they lighten-up and are more spontaneous.

Type 1s are people of practical action who are always concerned with doing the right thing. 1s are efficient, organized, and dependable to complete the task.

They do things in a professional, honest and ethical manner. 1s have a knack for creating structures that allow others to thrive.

## ENNEAGRAM 2s at Work

**Enneagram Type 2s** are positive, people-oriented individuals; invested in the feelings and needs of others. 2s are motivated by being needed and fear feeling rejected by others.

## Communication Style

2s are relational, caring, demonstrative, and supportive. The perceived health of their relationships influences how they communicate with others. They prioritize expressing care and are grateful when others do the same; a thank you can go a long way.

### Under Stress

Stress causes 2s to become aggressive (especially when they don’t feel appreciated), resulting in attempting to blame or control others.

### When Secure

When 2s feel secure, they are more transparent and exhibit creative potential. They can feel and express their full range of emotions responsibly.

This type demonstrates caring and thoughtful behavior and makes it a point to be there whenever you need them. 2s are terrific in roles that require strong people skills, anticipating the needs of others, and social interaction.

A 2’s strength can also surface as a weakness. 2s may lack boundaries, losing sight of their ideas, needs, and priorities with lower self-awareness.

They are consummate team players, always opting for self-sacrifice over self-promotion, and happy to take on extra work when others are overloaded or in a jam.

2s are attentive, appreciative, generous, warm, playful, and nurturing. They usually have a large circle of acquaintances and fiercely guard relationships.



# Enneagram at Work

## ENNEAGRAM 3s at Work

**Enneagram 3s** tend to be ambitious, highly productive, and appear as the symbol of success in the workplace. 3s value appreciation and recognition. Hard work, goal-oriented, organization, and decisiveness are trademarks of this type. They are motivated by admiration and are fearful of lacking value to others.

### Communication Style

Straightforward, efficient, focused, and confident. They prepare for meetings to ensure they are clear, and goal focused. It is important to them for others to reciprocate respect and value while communicating.

### Under Stress

Stress can cause 3s to lose focus and be preoccupied with busy work.

### When Secure

When 3s feel secure, they are more committed and loyal. They find it easier to identify their emotions and connect with others.

In pursuit of success, 3s may railroad others in the workplace, become workaholics, and struggle with accountability.

3s are energized by being productive, achieving success, and avoiding failure. They can be playful, giving, responsible, and well-regarded by others in the community.

3s can complete work efficiently and competently to ensure they reach personal goals. A 3 has a keen ability to size up tasks and understand the dynamics of work groups. They can also be inspiring and motivate other people to excel.

## ENNEAGRAM 4s at Work

**Enneagram 4s** are creative, unconventional individuals within a team. 4s are motivated to express their individuality and demonstrate fear when perceived as ordinary. They value authenticity and stand by their beliefs.

## Communication Style

4s are intense, authentic, creative, and empathetic. 4s have a strong desire to be understood and want to know how those around them feel.

Enneagram 4s value relationships and connections with other people. They seek to experience authentic feelings and to be understood. This type avoids the ordinary and searches for deeper meaning in their work.

### Under Stress

When experiencing stress, 4s can become overly dependent upon others and seek assurance.

### When Secure

When 4s feel secure, they act on their ideals, practice organization, and use self-control.

4s can also be empathetic in relationships, supportive, gentle, playful, passionate, and witty. They are self-revealing and can form bonds quickly with others.

Type 4s have an innate talent for identifying and expressing a sense of harmony within their surroundings. They have a gift for helping others to see beauty in their work and are great teammates to help identify unexpected solutions to problems that others may overlook.

## ENNEAGRAM 5s at Work

**Enneagram Type 5s** are thoughtful, cerebral types who see and interpret the world through information. 5s are motivated by a desire to be competent. They strive to be capable in all aspects and fear looking uninformed.

5s are independent thinkers and typically enjoy working alone to process and have time to problem-solve. They are good listeners, observant, and help others understand the truth more soberly and objectively.

### Communication Style

Brief, professional, objective, and reserved. 5s rely on research, insight, and knowledge before communicating and, therefore, may need time to share the next steps or ideas. This type appreciates the patience and willingness to listen to new perspectives while conversing.

### Under Stress

Stress can cause 5s to be easily distracted and disorganized. It can also cause them to detach themselves from the team.

### When Secure

When 5s feel secure, they will exude more energy and action, take the initiative, and be decisive.

5s are kind, perceptive, open-minded, self-sufficient, and trustworthy to teammates. They have strong analytical skills and are good at problem-solving. 5s can be very helpful when teams need objectivity, clarification, or exploration of new ideas.

Enneagram 5s are naturally open and receptive to new facts and impressions, discovering new ideas, research, and innovations – particularly those that are provocative, surprising, unconventional, and profound.

## ENNEAGRAM 6s at Work

**Enneagram Type 6s** value preparedness and are dependable individuals you can trust with important decisions. This type is most motivated by stability and fears lacking direction.

6s possess excellent problem-solving skills and thrive on helping to create solutions. They are adept at identifying potential problems and researching viable solutions.

### Communication Style

Inquisitive, witty, logical, and ironic. 6s prefer to focus on the task at hand and typically are relational in their approach. They appreciate when others value their input and interpret their concern as a desire for the project's success.

### Under Stress

Stress can cause 6s to discredit their feelings or drive them toward workaholic tendencies.

### When Secure

When 6s feel secure, they can reframe unnerving thoughts, accept others, and lower their suspicions.

6s are warm, playful, open, loyal, supportive, honest, fair, and reliable. They are cooperative individuals willing to do what it takes to support the team.

6s value experience and data when considering new solutions or next steps. When deciding, a 6 will often look to a book, leader, or institution for reliable answers.



# Enneagram at Work

## ENNEAGRAM 7s at Work

**Enneagram Type 7s** are spontaneous, imaginative, charming people who bring fun to the workplace. They're motivated to be happy and are fearful of experiencing limitations.

7s have a positive outlook on life, and their enthusiasm proves a valuable asset to their team. They see opportunities others may miss but can

### Communication Style

Fast-paced, energetic, visionary, and confident. 7s like to keep conversations upbeat. When communicating with them, look for areas of agreement and opportunities that foster synergy.

### Under Stress

Stress can lead 7s towards criticism, fault-finding, and narrow-mindedness.

### When Secure

When 7s feel secure, they accept the good and the bad. They can slow their pace and focus.

7s are lighthearted, generous, outgoing, and caring. They enjoy sharing new experiences with friends and teammates. This type typically radiates joy and optimism, expresses childlike astonishment, and experiences life as a gift.

## ENNEAGRAM 8s at Work

**Enneagram Type 8s** stand up for what they believe in and care about justice. 8s find motivation in remaining in control and fear appearing weak or vulnerable.

8s often emerge as natural leaders because they are action-takers and can sometimes overstep boundaries to move work forward; however, this can cause relational strain with teammates.

## Communication Style

Authoritative, direct, bold, and strategic. 8s communicate in a straightforward, passionate manner. They are comfortable with debate and rarely avoid conflict. To connect with an 8, share honestly and openly, without hesitation.

### Under Stress

Stress causes 8s to withdraw and become rigid. They will lose touch with their emotions and ignore signs that it is time to take a break.

### When Secure

When 8s feel secure, they become relatable to others, exhibiting warmth and compassion.

Type 8s are self-reliant, strong, and independent. They can also be loyal, caring, cheerful, and generous. 8s will take the initiative and prefer to be in charge to exercise the freedom to choose what they believe is the right course of action.

8s can also give others a sense of strength through their positive support. They instinctively know when something is "off" within the environment and do not hesitate when sharing their opinion.

This type often is a source of strength for others, likes to protect the weak, and develops a tremendous sense of responsibility.

## ENNEAGRAM 9s at Work

**Enneagram Type 9s** are mediators of the group and thrive when helping differing parties resolve conflict. Their motivation stems from a desire for peace of mind and fears of experiencing overwhelming strife.

9s can handle difficult conversations and remain level-headed. They are commonly the person people go to when they need a resolution or a second opinion concerning a pressing issue.

Their feelings do not drive them; they have keen instincts that help them gather wisdom to share. 9s are not confrontational but can navigate conflict to ensure both sides feel understood.

### Communication Style

Affirming, supportive, easygoing, and diplomatic. 9s are open to others and value their opinions. They enjoy meaningful conversation and appreciate when others reciprocate the same.

9s can become passive and indecisive when they do not feel understood; therefore, inviting their input is a great way to ensure you receive their counsel.

### Under Stress

Stress impacts 9s with a sense of anxiety and indecisiveness. They can begin to overcommit and doubt their abilities.

### When Secure

When 9s feel secure, they tend to be more practical, productive, focused, and confident.

9s want to keep the peace, connect with others, and avoid conflict. Typically, 9s are kind, gentle, reassuring, supportive, loyal, and nonjudgmental. This type can exhibit various characteristics, from gentle and mild-mannered, to independent and forceful.

My Notes: 



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Understanding and  
Leveraging  
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