

## 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:** Emotionality, illogical behavior, rule breaking.

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

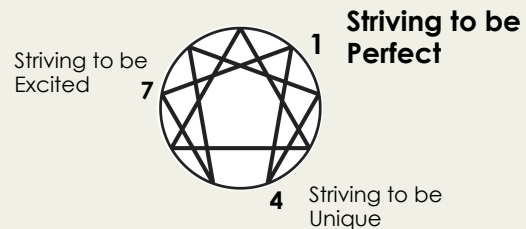
**Approach to Problem Solving:** "We need to be logical about this and do the correct thing."

**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.

## 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."

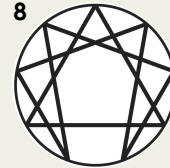
**How Others See Twos:** Helpful, concerned, expressive, dependable, and engaging, but sometimes intrusive, angry, flattering, prideful, and manipulative.

**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 be demanding and its affect 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."

- *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.

Striving to be  
Powerful 8



2 Striving to be  
Connected

4 Striving to be  
Unique

**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.

### DERAILERS

- *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.

## 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 affect 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.

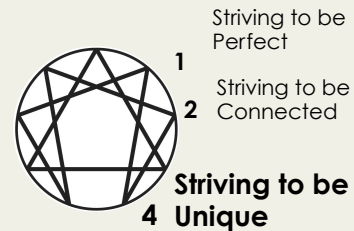
**Approach to Problem Solving:** "I'm going to do this in a way that no one has ever done it before."

**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.

## 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. They focus on maintaining consistency, tradition and cohesion. 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/protectiveness, hard work.

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

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

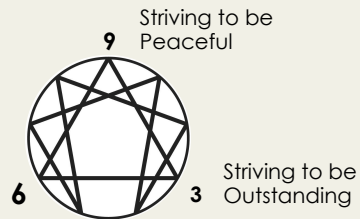
**Approach to Problem Solving:** "I need to find out what else can go wrong and who I can depend on."

**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 its affect 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.



Striving to be Secure

#### 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.

## ENNEA-TYPE SEVEN Striving to be Excited

### SEVENS AT A GLANCE

#### 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.

Striving to be  
Excited

Striving to be  
Detached



Striving to be  
Perfect

#### 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 absenting 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."

## 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.

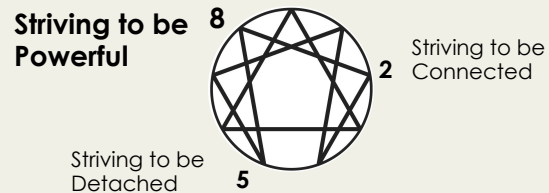
**Approach to Problem Solving:** "It's time for me to take charge."

**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.

### DERAILERS

- *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.

## ENNEA-TYPE NINE

# Striving to be Peaceful

### 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-Aggressiveness.* 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 unaired 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