

THE HELPER

2



Open-armed 2's are warm, kind-hearted and compassionate, with an extraordinary sense of how other people feel

Often put others' needs before their own – any time, day or night

Help to bring out the best in others and are proud of this ability, but they do expect acknowledgment for their acts of kindness

Often referred to as the 'power behind the throne'

THE ACHIEVER

3



Efficient, high-performing, enthusiastic 3's shine in the workplace and are good problem-solvers who get things done

Charismatic leaders who are very concerned about appearances

Ambitious in life and work – approach both as a series of goals to be achieved

Though optimistic and flexible, their insecurity of feeling worthless drives competitive drive often lacks – or ignores – a human element

THE INDIVIDUAL

4



Authentic and passionate, 4's find meaning through self-expression, creative expression and deep connection

Prone to boredom of ordinary routines, 4's embrace feelings of sadness and longing for what they believe they are missing in life or what others have

Feel things very deeply and often turn to their feelings to tell them who they are

Dramatic situations often ensue, because 4's see themselves as 'special' and 'misunderstood' – and want you to feel it, too

THE OBSERVER

5



Hunters, gatherers and keepers of information, able to readily access knowledgeable input to any situation

Intelligent and curious, 5's seek to understand how things work and fit together, and do it from the sidelines to avoid having direct contact with the 'messiness' of life

Keen experts in areas that highly interest them, they seek to know even the minutest details

5's thrive on privacy and 'alone time,' living in a world of ideas which become a substitute for lived experience.

THE GUARDIAN

6



Hard-working and responsible, 6's are very loyal and trustworthy allies once they believe in a cause

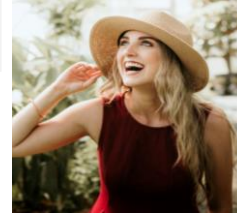
Believe the world is not a safe place, and that everyone is out for themselves, so they must have utmost confidence in a situation before making a decision

6's are natural strategic thinkers and good problem-solvers because they scrutinize over both positive and negative potential outcomes

Pay close attention to the facts because they rely on them to make decisions, but clear thinking is often blocked by the voices of 'should,' worry and doubt

THE ENTHUSIAST

7



7's see the big picture vision and are able to plan the grand scheme to get there

Their love of multiple options allows them to pursue many paths simultaneously, but this means they often appear scattered and unfocused, not following through to the end

Witty and inspiring extraverts, 7's are fast, flexible and spontaneous, the jack-of-all-trades, master of none

However, they avoid experiencing difficult feelings that might overwhelm them, so they focus on future plans and diversions

THE CHALLENGER

8



Straightforward, take-charge types that are ruled by gut instincts, with a focus on power and control

Self-sufficient and not afraid of taking the heat or big responsibility, they have a keen ability to run the show

Prone to take immediate action without pausing to think about long-term consequences or how it will affect the needs and feelings of others

Can be excellent, bold leaders – have their 'people' and love them hard

THE MEDIATOR

9



Easy-going 9's make harmonizing a main focus through gaining consensus and accommodating others

Naturals at going with the flow, they seek to put others at ease with their warm heart and calm style

Home bodies who like to maintain their comfortable habits and routines

Suppress own feelings and instincts – often too easily – in order to stay peaceful and avoid conflict

Over time, though, repressed feelings of being overlooked and under-cherished can build up and 'explode'

THE PERFECTIONIST

1



Honorable, ethical 1's believe there is a 'right way' to do things and wish to live in a utopian world

They are detail-oriented and meticulous – in work and in life – making sure things are just right no matter how much time or effort it takes

They play by the rules, and get angry and resentful when others don't – and that justice should be served

Their 'inner critic' causes them to set very high standards for themselves (and others), so they are often seen as rigid, fussy and critical nitpickers

LEADER MOTTO

"Hi! How can I help you today?"

LEADER MOTTO

"Let's gooooo...eye on the prize, baby!"

LEADER MOTTO

"I need to feel free to express myself"

LEADER MOTTO

"Let me think about this..."

LEADER MOTTO

"I'm feeling pressured!"

LEADER MOTTO

"Well, the good news is..."

LEADER MOTTO

"I'm angry and you need to hear about it"

LEADER MOTTO

"I can't see the problem with my rose-colored glasses on"

LEADER MOTTO

"I'm sure we can find a reasonable, sensible solution"

STRENGTHS

- Develops excellent relationships
- Empathetic
- Supportive and generous
- Optimistic
- Likeable
- Responsible, hard-working
- Insight into others' needs
- Motivates others

STRENGTHS

- Success-oriented
- High energy
- Reads an audience well
- Overcomes problems
- Optimistic
- Entrepreneurial
- Confident
- Accomplishes results

STRENGTHS

- Seeks meaning through interpersonal connection
- Inspiring
- Creative
- Introspective
- Expressive
- Intuitive
- Compassionate
- Searches for excellence

STRENGTHS

- Analytical
- Insightful
- Objective
- Systematic
- Thorough planning
- Excellent in crises
- Persistent
- Expert

STRENGTHS

- Loyal to company and employees
- Courageous
- Alert
- Compassionate
- Reliable, responsible
- Well-prepared
- Practical problem solver
- Collaborative
- Strategic
- Sharp intellect
- Persevering

STRENGTHS

- Imaginative and creative
- Enthusiastic
- Curious
- Engaging
- Multitasking
- Upbeat
- Quick thinker
- Connects disparate data

STRENGTHS

- Direct, self-confident and authoritative
- Grounded realism
- Highly strategic, overcomes obstacles, moves projects forward
- Strong
- Energetic and enthusiastic
- Generous
- Protective of others
- Supports others' success
- Champions for a cause

STRENGTHS

- Diplomatic
- Assimilates big picture through attention to operational details
- Easygoing
- Consistent
- Inclusive and collaborative
- Develops lasting relationships
- Patient
- Supportive of others

STRENGTHS

- Leads by example
- Strives for quality
- Pursues perfection
- Organized
- Consistent
- Perceptive
- Ethical
- Honest

BLIND SPOTS

- Over-accommodates
- Indirect
- Difficulty saying no
- Angry when unappreciated
- Unaware of own needs
- Overemphasizes relationships
- Enraged when others are mistreated
- Unaware of 'giving to get'
- Co-dependent
- Subservient

BLIND SPOTS

- Overly competitive
- Not always forthcoming
- Abrupt, dismissive
- Hides deep-level feelings
- Becomes overextended
- Limited time for personal relationships
- Impatient with others' feelings
- Believes that his or her image is the true self
- Manipulative
- Vain

BLIND SPOTS

- Intense
- Self-conscious
- Moody
- Easily bored
- Guilt-ridden
- Difficulty accepting criticism
- Becomes disillusioned and then deeply critical of others

BLIND SPOTS

- Greedy
- Stingy with resources + time
- Dull
- Isolated
- Loners
- Detached
- Aloof
- Overly independent
- Unassertive
- Underemphasizes relationships
- Doesn't share information
- Critical of others

BLIND SPOTS

- Suspicious
- Pessimistic
- Doubtful
- Worrying
- Feel oppressed
- Testy
- Sarcastic
- Overly compliant or overly defiant
- Dislikes ambiguity
- 'Analysis paralysis'
- Defense mechanism projects own (inferior) thoughts onto others

BLIND SPOTS

- Imaginative and creative
- Enthusiastic
- Curious
- Engaging
- Multitasking
- Upbeat
- Quick thinker
- Connects disparate data

BLIND SPOTS

- Excessive
- Controlling, demanding
- Impatient
- Confrontational
- Bullies
- High expectations of self and others
- Feels used when others do not perform to expectations
- Disdains weakness
- Overextends to the point of exhaustion
- Angry outbursts

BLIND SPOTS

- Ambivalent
- Indecisive, uncertain
- Unassertive
- Conflict-avoidant
- Avoids conflict
- Low energy
- Lazy
- Forgets priorities
- Procrastinates
- Passive-aggressive when pushed
- Stubborn
- "Hidden" anger

BLIND SPOTS

- Reactive
- Rigid
- Nitpicky
- Overly critical
- Defensive when criticized
- Detail focused
- Controlling
- Opinionated
- Seething anger
- Unaware of own anger



OVERVIEW OF THE ENNEAGRAM TYPES

Type	"I Am"	Motivation/Focus	Avoids	Team Style	Stressors	Light	Shadow
2 THE HELPER 	HELPFUL & GIVING	To feel worthy of being loved, needed and appreciated, relationships, seeking approval, wanting to help and please	Personal feelings, needs and desires Rejection, feeling unworthy or unwanted	Builds strong personal relationships Complies in order to earn approval Encourage other's contributions	Being taken for granted Feeling unappreciated Not being heard	Caring Empathetic Generous Open-hearted Supportive	Naïve Seductive flatterers Co-dependent Quid pro quo Martyr-like
3 THE ACHIEVER 	EFFECTIVE & EFFICIENT	To be admired, recognized, and therefore feel valuable Accomplishing goals, success, performing, seeking admiration	Failure Feeling worthless	Focuses on reaching the end goal and bottom line Asserts self to get attention Seek group approval early	Being put in a position of likely failure; not looking good professionally; not receiving credit for their work	Driven Focused Go-getters Goal-oriented Excellent mentors	Workaholics Impatient Competitive Soul-less Manipulative Vain
4 THE INDIVIDUAL 	SPECIAL & SENSITIVE	To feel special and unique, to find themselves, longing for what could be, what is missing, past hurts	Feeling insignificant, without personal identity	Express themselves openly through creative input; withdraws to get attention; focus on own internal feelings	Being ignored or slighted; being asked to do something contrary to his or her values; an event that elicits his or her envy	Sensitive, profound Idealistic Authentic / original Refined Equanimity	Envious Moody Withdrawn Spiteful Uncooperative Arrogant
5 THE OBSERVER 	WISE & UNDERSTANDING	To be the expert and competent; problem solving, figuring things out, ideas, being self-sufficient	Not knowing; having needs and feeling incapable; wild emotions	Shows intelligence, gathers inside information, builds mental models, withdraws to get security	Breaking confidences; being surprised; dishonesty; out-of-control situations; overwhelming tasks	Scholarly Insightful Perceptive Analytical Objective Self-reliant	Greedy Stingy with resources + time Dull Isolated Loners
6 THE GUARDIAN 	FAITHFUL & TRUSTWORTHY	Security and predictability; what could go wrong, what if?, preparing, planning, needing to <i>know</i>	Being without support and guidance; being told "because I say so"	Puts up a good fight for the other side of the coin; complies to earn security; acts as troubleshooter	Pressure; lack of genuineness; lack of commitment; abusive authority	Loyal Courageous Alert Compassionate Reliable Well-prepared	Suspicious Pessimistic Doubtful Feel oppressed Testy Suspicious
7 THE ENTHUSIAST 	HAPPY & FRIENDLY	To have freedom, options, to be stimulated and feel satisfied; possibilities; future plans; diversions, multiple options	Feeling trapped, stuck in emotional pain, being deprived	Strives for the optimal through adventure and novel ideas; asserts to demand security; contributes ideas about larger vision	Boring and mundane tasks; feeling dismissed or not taken seriously; unjust criticism	Optimistic Inspirational Spontaneous Visionary Fun-loving	Self-absorbed Shallow Restless Scattered Irresponsible Uncommitted
8 THE CHALLENGER 	POWERFUL & ABLE	To be in control and to be powerful; wanting justice; blame; righting a wrong; standing up for the underdog	Feeling weak and vulnerable	Influences through exerting their power; asserts self to gain autonomy; often part of the conflict	Injustice; not dealing directly with the issues; not taking responsibility for own behavior; being blindsided; lack of truthfulness	Enthusiastic High-energy Generous Strong Grounded realism Champions for a cause	Excessive Angry Domineering Confronting Bullies
9 THE MEDIATOR 	SETTLED & CALM	To be comfortable and peaceful; stability; fantasy; fitting in; avoiding conflict; accommodating others	Conflict and loss of connection/love; competition; deadlines	Harmonizer who brings peace and unity to the team; withdraws to get autonomy; difficulty focusing if progress is slow; uncomfortable in conflict – want a way out	Disruption of peace and harmony; being told what to do; feeling ignored; rudeness in others; overt hostility; being confronted	Balanced Accepting Harmonious Sympathetic Reliable Warm	Stubborn Ambivalent Indecisive Conflict-avoidant Lazy Passive-aggressive
1 THE PERFECT-IONIST 	RIGHT & GOOD	To be perfect and right, seeking perfection in others and the world; creating structure and organization	Anger; feeling bad, wrong or imperfect; "good enough"	Sets good examples, duty-bound, ethical	Being criticized; another's lack of follow-through; another's non-collaborative changes to a plan; feeling deceived	Honest Ethical Principled Responsible Idealistic Disciplined	Resentful Rigid Righteous Easily offended Judgmental Overly critical