



## **The Enneagram Advantage**

**By Theresa Gale and Mary Anne Wampler**

Study and use of the Enneagram in organizations significantly impacts both personal and organizational results. This cutting-edge technology describes nine distinct personality styles that have a distinctive way of thinking, acting and being. Each style has its own natural gifts, limitations, blind spots, and approaches to communication, decision making, team work, leadership, and learning. Understanding the style of co-workers and leaders in the organization dramatically increases communication, productivity, employee morale and bottom-line results for the organization.

One of the values of this tool lies in its ability to give insight into the 'why' behind behavior. While many of us might have difficulty with time management (the behavior), the reasons 'why' (motivation) each of us has difficulty are often different. Many personality systems on the market today, i.e., Myers- Briggs, DISC, The Big Five, etc., while insightful and useful in their own rights, describe or predict behavior that an individual will exhibit. Only the Enneagram goes underneath behavior and reveals motivation. Once an individual understands the 'why' behind the behavior, then and only then, can real, lasting change occur.

Another value of the Enneagram is that it shatters individual perceptions of other individual's intentions and reasons for acting. The Enneagram teaches that there are nine different lenses or ways of interpreting the world in which we live. Through this lens or style, each of us interprets situations, events, encounters and experiences through only one-ninth of the truth. There are 8 other ways to view the same situation and yet, I seem to believe that my interpretation is the 'right' interpretation.

The Enneagram helps us understand that in any dialogue there may be distinctly different points of view. Likewise, how one interprets a situation may not truly reflect the intentions of others and one may make assumptions and take action based on incomplete information. The end result is that miscommunication, misunderstandings, and inaccurate assumptions get in the way of communicating and working effectively with others.

A third value of the Enneagram lies in its ability to reveal individual barriers to success and to offer a prescriptive path for continuous learning, development and growth. In learning my style, each of us gains insight into our 'lens' of the world, understands what may be missing as we interpret situations, uncovers individual motivations for the way each of us acts and reacts to situations and reveals the habitual, automatic and often, unconscious responses we resort to on a fairly frequent basis.

How does knowing all this help the employee? Well, the habitual responses we learned and know so well don't always get us the results we want or need. Likewise, our reactions, if unhealthy, may significantly impact how we relate to others and how others relate to us. Knowing our style helps us increase our level of awareness, through self-observation, to these habitual patterns of thinking, acting, reacting, and interacting and with this awareness, we now have a choice as to how we want to act or be in any given situation or moment. Imagine not having to feel bad, apologetic or guilty about how you reacted to a person or situation but actually having the awareness and making the choice for how you act in the moment. This is the power of the Enneagram!

How does knowing all this help the organization? When leaders and employees take responsibility for their reactions, understand their impact on others and are open for feedback, ask rather than assume the intentions of others, and engage in dialogue that is free from judgment and hidden agendas, imagine the level of productivity that can occur amongst individuals and teams! Improving how employees interact and work together increase bottom-line performance results, and creates a positive work environment that attracts and retains productive and highly motivated employees.

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## Enneagram Type Quiz

This self- assessment quiz describes nine different personality types. None are better or worse than any of the others, but they do see the world differently.

The following paragraphs – labeled “A” through “I”-- are simple descriptions of the nine types. They are not intended to be a comprehensive portrait of an individual’s personality. As each paragraph may describe you to some degree, **please select one (1) or two (2) that *most* describe you.**

In making your selections, consider each paragraph as a whole, rather than taking individual sentences out of context, and then ask yourself: “Does this paragraph as a whole fit me better than any of the others?”

***Suggestions:** If you find it difficult to choose between two or more of the ‘snapshot’ photographs, think about how someone close to you would describe you. Also, because personality patterns are usually most prominent in young adult life, you may want to ask yourself which one of these descriptions would have best fit you in your twenties.*

At the end of each paragraph, you will see the Enneagram Type that corresponds to the description in the paragraph. After you have identified your two selections, identify the Enneagram Type that corresponds with each selection.

	<u>Paragraph</u>	<u>Type</u>
First Choice:	_____	_____
Second Choice:	_____	_____

Next, read more about your top selections in the last page of this document. We have provided short descriptions of each Type. To learn more, [reach out to us](#) and we’ll talk with you about your next steps.

# The Enneagram Type Quiz

A	B	C
<p>I am a person who seeks balance and harmony in my life and on the job. I work best in a well-ordered and predictable environment with clear responsibilities. I can be very adaptable to what the organization or other people need, but I will tend to resist change if it comes at too fast a pace.</p> <p>It's important to me that people get along well, and I would prefer to avoid conflict as much as possible. I don't like to get angry and I'll usually try to avoid a fight, but once in a while I may blow my top.</p> <p>I'm good at accepting all kinds of people and many different points of view. People usually feel comfortable talking to me. Because of these qualities I can be an excellent mediator. I often find myself in a peacemaker role for individuals or presiding over whole groups in the role of leader.</p> <p>It's important for me to try to clarify my own point of view and agenda; otherwise, I can end up feeling controlled or pushed around by the opinions and agendas of others.</p> <p>Another challenge for me is to manage my energy and focus on priorities. I can get lost in the details of a projects, or I can get lost in the big picture and feel overwhelmed by everything at once. It helps for me to have feedback and support. When I'm on the right track I can be steady and very productive.</p>	<p>I'm good at thinking ahead, planning for positive outcomes, and synthesizing ideas from many different sources. I'm interested in all kinds of subjects, and generally look forward to new experiences. Life seems like a wonderful adventure. I like to find ways to enjoy my work and the people I work with, but I don't like routine.</p> <p>I tend to be optimistic, and I have a talent for seeing the possibilities in any situation. I'm good at consulting, motivating, and talking with people, but I can become frustrated if others seem to be negative thinkers or don't share my enthusiasm. Sometimes people consider me overly positive or unaware of what can go wrong.</p> <p>I'm especially good at creating new visions and getting things started but I have a tendency to lose interest after a while. It's usually OK with me if other people carry out the vision to completion.</p> <p>My style of working doesn't always fit into a regular schedule or the traditional organizational structure. I work best when I have the room to be creative and I can try out new ideas. I prefer to have a lot of leeway in how I get the job done, and I'm uncomfortable with someone looking over my shoulder or giving me constant direction.</p>	<p>I consider myself to be a strong and capable person. I usually have strong views, and I'm willing to say what I think, even if that involves conflict with other people. I want others to be direct with me as well, and I don't like to be blind sighted by issues.</p> <p>I often find myself in a leadership role, even if I haven't planned it. Somebody needs to take charge of the situation, and I'll step forward if it seems necessary. On the other hand, I appreciate good leadership and can take direction well when it's given in a way that's fair. I trust my instincts and will make decisions based on a gut-level sense of what needs to be done. I want ideas to lead to action, and I don't like it when people get stuck in talking about concepts or theories.</p> <p>I can be very generous and protective toward my colleagues or my staff. I may be tough on them myself at times, but I'll stick up for them if anyone tries to treat them unfairly. I'm very sensitive to injustice and will move heaven and earth to redress a wrong.</p> <p>Because I tend to be assertive and forceful, people may at times find me intimidating or bossy. I don't necessarily need people to like me, but I want to be treated with respect.</p>
(Type 9)	(Type 7)	(Type 8)

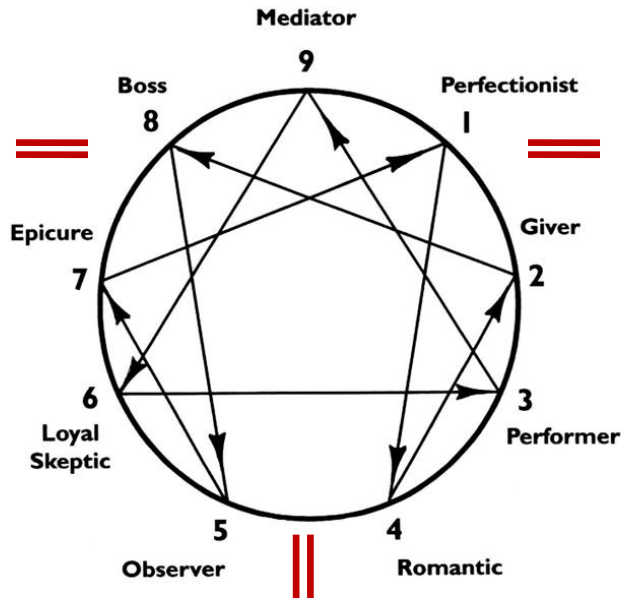
# The Enneagram Type Quiz

D	E	F
<p>I like to help people. I am a supportive person who is known to care of people at work. I take pride in my ability to know what people need and to be able to fulfill those needs. I may give too much and sometimes I get angry when others don't return the favor and give back to me when I need something.</p> <p>Conflict or criticism makes me pretty nervous unless I'm sure people will still like me afterward. Balancing my need for positive feedback with maintaining an independent course of action can be a big issue.</p> <p>I am especially good at seeing the potential in others, and I want to bring this out. But I have to be careful with my tendency to get overextended in giving to people, taking care of their needs and neglecting my own. I may at times have strong emotional reactions that can throw me off course.</p> <p>I'm usually more comfortable working in partnership or teams, and it can be hard for me to take the spotlight or the primary leadership role by myself. I like a lot of people contact, and I prefer not to work alone for long periods of time. As long as I feel good rapport with others, I'm generally flexible about how we get the job done.</p> <p><u>(Type 2)</u></p>	<p>I have very high internal standards for doing things correctly, and I can be very critical of myself and others in an effort to get the job done the right way. It's important for me to maintain a high level of personal integrity and honesty, and I can get pretty bothered or uptight if other people seem to cut corners or do not take the time to do the job well.</p> <p>Other people may see me as overly judgmental or perfectionist, but I try to be fair-minded. I strive to be responsible, and if I say I will do something, I'll do it and do it well. I expect other people to be responsible, also, and I can get resentful toward my coworkers if they don't keep their agreements or pull their weight.</p> <p>I have a strong sense of order, and I prefer to work in a very organized manner. I like to have clear rules and structure for how the work gets done, and I don't particularly like unexpected changes in procedure.</p> <p>Work comes before play, which can make it hard for me to relax or take time off. Sometimes I worry too much about the details of a project. I can accept criticism if it's given fairly, but I am my own worst critic.</p> <p><u>(Type 1)</u></p>	<p>I am very task-and goal-oriented, and I consider myself a high achiever. Success is important to me, and I will work very hard in order to be successful. I want to avoid failure of any kind, and I really don't like setbacks or poor results.</p> <p>I like to jump right into action, and I may get impatient if other people slow things down or get in the way. It's hard for me to understand why people are sometimes so cautious, or need to work out all the details ahead of time.</p> <p>It's important for me to present a winning image, and I'm usually confident of my ability to perform well in any situation in which I find myself. I see competition as a good thing. I generally support equal opportunity for everyone, but I expect people to work hard and produce.</p> <p>My attention is drawn to the bottom line. I'm very practical about what works, and I'm willing to change rules and procedures in the interests of efficiency. My tendency to work hard and stay on the go usually takes priority over my personal life. It's a challenge for me to slow down and take the time for relaxation and relationships.</p> <p><u>(Type 3)</u></p>

# The Enneagram Type Quiz

G	H	I
<p>I consider myself a loyal person who is committed to my company, a mission and those who are loyal to me. I'm willing to take the time to think about strategy and to understand things thoroughly before taking action. I'm particularly good at anticipating problems and developing solutions.</p> <p>I tend to operate well when I have a good conceptual framework, and I can be very uncomfortable with people who don't want to think things through ahead of time. One the other hand, my need to figure things out can sometimes lead to procrastination.</p> <p>It's important for me to know where I stand with people, particularly my boss. I don't like uncertainty or ambiguity in my work relationships, and I will push for clarity. I prefer either well-ordered, hierarchical chain of command or a team-based approach. But in either case, I want to know what the rules are. If there's conflict, I want it out in the open where I can see it; otherwise I may spend too much time worrying about other people's motives.</p> <p>I am usually perceptive about other people, although it may be hard for me to trust these perceptions. I tend to have a lot of doubts and sometimes that keeps me from doing what needs to be done. I strongly prefer positive visions or personal praise to be tempered with a realistic assessment of the situation.</p> <p><u>(Type 6)</u></p>	<p>It is very important to maintain my individuality. Although I'm good at creating the appropriate external image for my job, I stay in touch with my inner feelings as well, even if I must share this side of myself with coworkers.</p> <p>I like to find meaning in my work, and I may become dissatisfied with mundane tasks. I generally seek to understand things deeply and emotionally. At times I feel critical of my colleagues, especially when they appear superficial.</p> <p>Emotional authenticity is crucial to me, and I try to find ways to express my creativity both in my work and my personal style. I have a very good aesthetic sense and will often attempt to improve the look of the products as well as the physical environment.</p> <p>I'm often considered empathetic and caring. However, I find that it's easy for me to feel disappointed in people when they don't look deeply at themselves. Because of my strong inner feelings I can be moody at times. This may create problems for people who are uncomfortable with their emotions.</p> <p><u>(Type 4)</u></p>	<p>I consider myself an excellent strategist and theoretician, and I am generally regarded as an expert in my field. It's important for me to be knowledgeable and understand things thoroughly. I like to study and accumulate information. I'm usually very perceptive about ideas and concepts, but this may not translate into knowing how to relate to other people.</p> <p>It's very important that I have my privacy and time to recharge my batteries. I often experience being with other people as draining, although when I have time to prepare, I can be an excellent teacher and communicator.</p> <p>I'm a good observer and prefer to stay on the edge of the group where I can see what's going on. I'm usually cautious about jumping into an activity or project and participating with other people since I'm concerned about conserving my time and resources.</p> <p>I'm happy to work alone for long periods of time, and I don't like to be intruded on. I don't need as much emotional contact as other people do, and at times people have considered me withdrawn and unsupportive.</p> <p>I tend to be both self-reliant and self-motivated. I find my inner world to be rich and interesting, and I'm hardly ever bored while spending time by myself.</p> <p><u>(Type 5)</u></p>

# The Enneagram Attention and 3-Centers



## HEART/IMAGE/FEELING CENTER

### POINT TWO: THE GIVER

Attention goes to the needs or desires of others  
 Strong inflated sense of pride in ability to know others' needs  
 Altering self to meet others' needs (selective merging)  
 Becoming indispensable  
 Actively moves towards others/own needs are hidden  
 Giving with "strings attached" (to get approval and acceptance)  
 Anger when giving is not reciprocated  
 Repression or neglect of own needs – difficulty receiving from others  
 Manipulative (indirect expression of own needs)  
 Dependent underneath – lacking freedom and wanting it  
 Key importance of relationship  
 Importance of feelings (sometimes histrionic)

### POINT THREE: THE PERFORMER

Attention goes to tasks, goals and things to accomplish  
 Performance, doing and moving ahead (over-eager)  
 Focus on goals, not means  
 Identification with accomplishment and success  
 Earned rewards and resulting benefits (status, recognition, etc.)  
 Approval/acceptance based on performance  
 Efficiency – cutting corners  
 Competing and winning  
 Image (looking good, "super-mom," etc.)  
 Inattention to feelings  
 Self-deception (marketing orientation)  
 Anger at obstacles to tasks  
 Pressure and impatience to get to goal.

### POINT FOUR: THE ROMANTIC

Attention goes to what, of importance, is missing  
 Project image of being creative, different, unique  
 Feelings of loss or longing for what is missing/perceived unattainable  
 Push/pull – what is present is inferior or what is absent  
 Ultimate idealist- longing for "X" (intensity, uniqueness, authentic)  
 Specialness and authenticity (include feelings of misfit or different)  
 Abandonment theme - not loveable  
 Envy of other (shameful or competitiveness)  
 Empathetic especially for suffering of others  
 Romantic and artistic  
 Resists being changed; rejects being ordinary

## HEAD/MIND/FEAR CENTER

### POINT FIVE: THE OBSERVER

Attention goes to intrusion, or in detaching and observing  
 Intellectualism; thinking or research, replace or delay doing  
 Detaching from or reducing feelings (isolation mechanism)  
 Limiting intrusion by world that wants too much - hypersensitive  
 Minimalist – reduce needs, limit desires/needs  
 Self-sufficiency and simplicity  
 Greedy for or hoarding time, space, energy, knowledge  
 Conserving energy – avoid being emptied  
 Compartmentalization  
 The move away, secrecy and wanting privacy ("secret life")  
 Appearing superior (or aloof), but feeling inferior inside  
 Prefer email to face-to-face interaction

### POINT SIX: THE LOYAL SKEPTIC

Attention goes to potential hazards or worst cases, and dealing with them  
 Scanning and vigilance  
 Away from fear (phobic-flight) or against fear (counter-phobic-fight)  
 Active imagination: amplifying danger, "catastrophizing", projecting  
 Assuming safety and security with warmth, duty, strength/beauty  
 Checking people out, sensitive "bullshit detectors"  
 Seeing implications; inferences  
 Seeing hidden meanings and agendas  
 Ambivalence regarding authority  
 Difficulty with success – doubting or discounting it; exposes one to "criticism", "danger"  
 Procrastination because of fear of outcome; too many "what if's"

### POINT SEVEN: THE EPICURE

Attention goes to positive options, future possibilities and keeping life "up"  
 Multiple options – optimism  
 Inter-relating and inter-connecting ("monkey mind")  
 Reframing – rationalizing and explaining own behavior (escapism)  
 Planning (mental activity) for the next thing more than doing what's here  
 Difficulty with commitment  
 Not wanting limits and equalizing authority  
 Pleasure seeking and avoiding pain – playful, life is an adventure  
 Gluttony for experience and enjoyment  
 Fascination – many interests  
 Active – lots of projects and overbooked  
 Experience more important than success  
 Charming and disarming  
 Feeling entitled – "I like me," superior position, narcissistic

## BODY/GUT/ANGER CENTER

### POINT EIGHT: THE BOSS/PROTECTOR

Attention goes to injustice, things needing control or assertiveness  
 Concern with strength and protecting the weak  
 Denial, especially of vulnerability and weakness  
 All or nothing polarities (black/white)  
 Justice and truth (taking revenge)  
 The move against (oppositional/rebellious)  
 Aggressive, intimidating, impulsive  
 Excessive: lust for life – "too much, too long, too big"  
 Wants stimulation and excitement  
 Direct and confrontative – sometimes to point of insensitivity  
 Anger expressed easily, anger represents strength, respect  
 Self-defeating – breaks rules, injures self, easily hurt (but won't show it)

### POINT NINE: THE MEDIATOR

Attention goes to others, environmental distractions and comfort seeking  
 Inessential may get as much or more attention than essential  
 Sees all sides of issue/different points of view  
 Merges into others to achieve sense of belonging and union  
 Peacemaker/harmonizer – can be overly adaptive  
 Self-forgetting (indolence toward self)  
 Pleasing and caring – difficulty saying no  
 Participative, though not always fully present  
 Preferring the comfortable and familiar  
 Ambivalent: comply/oppose – high inertia  
 Indirect anger: stubborn or passive aggressive in resisting others  
 Containment of energy and anger  
 Others' opinions and positions clearer, more important than own

### POINT ONE: THE PERFECTIONIST

Attention goes to error; mistakes and things to correct  
 Judging mind: right/wrong, constant monitoring  
 Powerful self-critic with reversal to criticism of others  
 Contained or righteous anger (tension, frustration)  
 Worry about getting things right (sensitive)  
 Striving for perfection  
 Responsible (blurred lines between self and role)  
 Work before pleasure  
 Repression of impulses/desires (sometimes with "trap door")  
 Rigidity – over-control  
 Comparing self to others – seeing "rightness" (jealousy)  
 Independence valued  
 Virtue as own reward