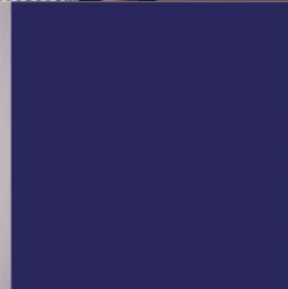
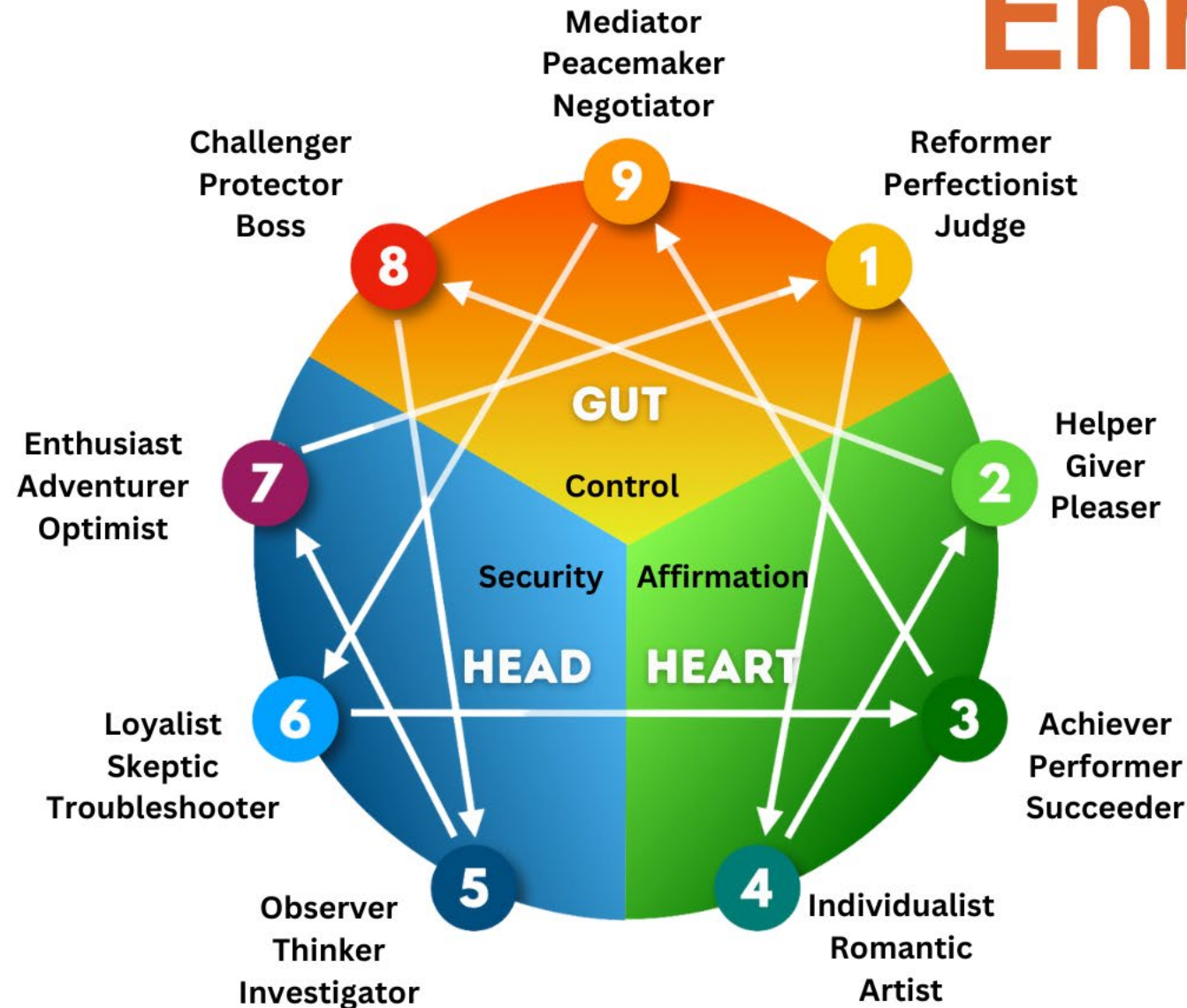


# Enneagram at Work

VIRGINIA BANKERS  
ASSOCIATION



# What is the Enneagram?





# GUT/INSTINCT TRIAD

WRESTLES WITH: ANGER

## TYPE 8 - The Challenger

**Type Eights** naturally take charge of their environment, especially in the absence of leadership. They know how to get things done. They're good leaders and defend causes and people they care about.

**They need to be against.**

**Their work is:** moderating their energy, and considering that not everything needs to be a conflict. Believe that not everyone will let you down. Let go of being a "lone wolf."

- Powerful
- Dominating
- Self-Confident
- Decisive
- Willful
- Confrontational
- Lone Wolf
- Wants Respect



# GUT/INSTINCT TRIAD

WRESTLES WITH: ANGER

## RELATING To The Challenger

- **Don't take personally** their blunt or aggressive attitude and style.
- **To create rapport**, show respect, be direct, and don't use flattery.
- **Try to avoid** controlling them without their agreement, making them sit still too long, or being disrespectful.
- **Join them** in getting things moving in work or play.
- **To handle conflict**, match their energy and confront directly (in your own style). Accept their angry energy while challenging them not to go off the deep end. Be firm about destructive or threatening behaviors and empathetic to underlying hurt feelings.
- **To support their growth**: Support them in using their energy constructively. Confront them on unconscious aggression or their use of anger as a comfortable habit. Help them get in touch with their vulnerability. Assume they need love and care even when they don't show it.

- Powerful
- Dominating
- Self-Confident
- Decisive
- Willful
- Confrontational
- Lone Wolf
- Wants Respect





# GUT/INSTINCT TRIAD

WRESTLES WITH: ANGER

## TYPE 9 - The Peacemaker

**Type Nines** bring balance and moderation to work and relationships. They're gifted at moderating conflict by seeing multiple sides of issues and building cooperation and harmony between people.

**They need to avoid conflict.**

**Their work is** staying focused on priorities and avoiding distractions. Expressing their opinions, even if it's uncomfortable or may cause conflict. Remember that conflict can lead to greater understanding and strength.

- Easygoing
- Self-Effacing
- Receptive
- Reassuring
- Agreeable
- Complacent
- Merges with others
- Wants Peace





# GUT/INSTINCT TRIAD

WRESTLES WITH: ANGER

## RELATING To The Peacemaker

- **Don't take personally** their tendency to space out or forget things.
- **To create rapport**, slow down, listen, and "hang out." Stay peaceful.
- **Try to avoid** coming on too strong and being impatient.
- **Join them in** setting the context and looking at the big picture. Share physical activities like walking, exercising, cooking, eating, etc.
- **To handle conflict**, remember fairness is a crucial issue. They're more likely to withdraw or become passive/aggressive, with occasional eruptions, since they avoid conflict and anger. Find out what's happening inside and tell them you won't abandon them. When and if they do blow up, help them set boundaries on their rage.
- **To support their growth**, encourage expressing their opinions. Help them create structures and schedules to stay on track with priorities. Ask for their cooperation rather than pushing them around. Challenge their need to be comfortable, and help them take risks. Be accepting but persistent.

- Easygoing
- Self-Effacing
- Receptive
- Reassuring
- Agreeable
- Complacent
- Merges with others
- Wants Peace



# GUT/INSTINCT TRIAD

WRESTLES WITH: ANGER

## TYPE 1 - The Reformer

**Type Ones** are responsible, thorough, and hard-working. They hold themselves and others to high standards. They believe they know how to do things the *right way*. They struggle with a fierce “inner critic.”

**They need to be perfect.**

**Their work is** balancing critical thinking with acceptance and appreciation and appreciating when “good enough” is more productive than “perfect.”

- Rational
- Idealistic
- Principled
- Purposeful
- Self-Controlled
- Perfectionistic
- Inner Critic
- Wants Integrity





# GUT/INSTINCT TRIAD

WRESTLES WITH: ANGER

## RELATING To The Reformer

- **Don't take personally** their critical/judgmental attitude.
- **To create rapport**, respect their integrity, and take things seriously.
- **Avoid** making agreements that you may not keep and ignoring traditional good manners.
- **Join them in** seeing how things can be improved.
- **To handle conflict**, ask them to be direct with their anger and get past resentment, admit your mistakes, and speak with conviction and authority. Challenge them to see more than one right way.
- **To support their growth**, help them be less critical and more accepting of their mistakes and imperfections; ask them to mediate their judgment with fairness and forgiveness; remind them to share responsibility with others; encourage them to have fun.

- Rational
- Idealistic
- Principled
- Purposeful
- Self-Controlled
- Perfectionistic
- Inner Critic
- Wants Integrity





# HEART/FEELING TRIAD

WRESTLES WITH: SHAME

## TYPE 2 - The Helper

**Type Twos** are positive, people-oriented helpers. They're great at attuning to others and identifying and meeting their needs. They struggle with identifying and expressing their own needs.

**They need to be needed.**

**Their work is** developing personal boundaries and discerning when and how much to help others. Being comfortable asking for help. Asking themselves, "Is this mine to do?"

- Caring
- Interpersonal
- Demonstrative
- Generous
- People-Pleasing
- Possessive
- Ignores Own Needs
- Wants to Be Needed



# HEART/FEELING TRIAD

WRESTLES WITH: SHAME

## RELATING To The Helper

- **Don't take personally** their tendency to be overly nice or flattering.
- **To create rapport**, step forward to connect. Express appreciation.
- **Try to avoid** hurting feelings by being too critical or not taking them seriously.
- **Join them in** valuing warmth, personal contact, and partnership.
- **To handle conflict**, ask them to take responsibility for getting what they want rather than indirectly blaming others or evoking guilt. Head off hysterical outbursts by bringing out their dissatisfaction or resentment.
- **To support their growth**, help them pay attention to their own needs and feelings, and set boundaries with others; encourage them to take time out for themselves; remind them to breathe into their belly and feel their feet on the ground

- Caring
- Interpersonal
- Demonstrative
- Generous
- People-Pleasing
- Possessive
- Ignores Own Needs
- Wants to Be Needed





# HEART/FEELING TRIAD

WRESTLES WITH: SHAME

## TYPE 3 - The Achiever

**Type Threes** love speed and productivity. They're highly motivated and move quickly to accomplish goals. They know how to read a room and who to become to win them over.

**They need to succeed.**

**Their work is** slowing down to listen to others, building relationships, and develop long-term strategies rather than quick fixes. Developing self-awareness to avoid being a workaholic and burnout.

- Success-Oriented
- Pragmatic
- Adaptive
- Excelling
- Driven
- Image-Conscious
- Takes Shortcuts
- Wants to Be Loved



# HEART/FEELING TRIAD

WRESTLES WITH: SHAME

## RELATING To The Achiever

- **Don't take personally** their competitiveness and need to look successful.
- **To create rapport**, appreciate their work. Match their speed.
- **Try to avoid** getting in the way of their forward momentum or taking too much of their time.
- **Join them in** being active, getting results, and earning recognition.
- **To handle conflict**, allow for aggressive exchanges while staying on track with goals. Remind them that successful results can come with many different styles and that people are important. Challenge their rhetoric or propaganda while allowing them to save face.
- **To support their growth**, help them look inside and connect to who they really are; support them in having feelings, especially about their failures; encourage them to slow down and pay attention to their health. Value them for who they are, not only for what they accomplish.

- Success-Oriented
- Pragmatic
- Adaptive
- Excelling
- Driven
- Image-Conscious
- Takes Shortcuts
- Wants to Be Loved





# HEART/FEELING TRIAD

WRESTLES WITH: SHAME

## TYPE 4 - The Individualist

**Type Fours** don't have emotions; they ARE emotions. Authenticity, meaning, and aesthetics are paramount. Excellence is important, and Fours want a personal connection to their work and colleagues.

**They need to be special (unique).**

**Their work is** tolerating mundane tasks, regulating emotional reactions, and not taking things personally.

- Sensitive
- Withdrawn
- Expressive
- Dramatic
- Self-Absorbed
- Temperamental
- Play the Victim
- Wants Authenticity



# HEART/FEELING TRIAD

WRESTLES WITH: SHAME

## RELATING To The Individualist

- **Don't take personally** their disappointment, moodiness, or critical attitude.
- **To create rapport**, appreciate their emotional sensitivity and creativity.
- **Try to avoid** insisting on being rational, unemotional, or conformist.
- **Join them in** valuing style, individualism, and excellence.
- **To handle conflict**, challenge them to avoid wounded withdrawal on the one hand and angry outbursts on the other. Stay in the middle ground. When they're upset, don't take what they say too literally, since it may be a momentary feeling.
- **To support their growth**, encourage achieving emotional balance and staying on track. Allow them to express their feelings safely and directly rather than getting caught in chronic negative attitudes or depression. Help them resist internalizing blame. Remind them the emotions are not facts.

- Sensitive
- Withdrawn
- Expressive
- Dramatic
- Self-Absorbed
- Temperamental
- Play the Victim
- Wants Authenticity





## TYPE 5 - The Observer

**Type Fives** are always thinking and strategizing. Information provides security, and they become the expert in tasks and topics. Fives have limited energy and desire privacy and autonomy.

**They need to understand.**

**Their work is** challenging themselves to make time for others, communicate warmth, and develop other personal attributes besides mental intelligence. Embrace an abundance mentality.

- Cerebral
- Perceptive
- Innovative
- Secretive
- Isolated
- Collector
- Scarcity Mentality
- Wants Knowledge



# HEAD/THINKING TRIAD

WRESTLES WITH: FEAR

## RELATING To The Observer

- **Don't take personally** when they withdraw physically or emotionally.
- **To create rapport**, approach them slowly and thoughtfully. Allow them time to think things over and prepare.
- **Try to avoid** pressuring them for immediate contact or fast decisions.
- **Join them in** talking about ideas in depth.
- **To handle conflict**, don't assume what's going on with them. Ask them for direct communication. Agree to disagree. Emphasize the importance of relationships. Watch out for control by withdrawal. Challenge them to be more warm and generous. Give them lots of information.
- **To support their growth**, encourage connecting with their bodies and accessing their instinctual energy. Make it safe for them to share themselves, especially their feelings. Remind them to let others know that they care, and they will return to the relationship or project after a break. Help them deal with feelings of emptiness.

- Cerebral
- Perceptive
- Innovative
- Secretive
- Isolated
- Collector
- Scarcity Mentality
- Wants Knowledge





## TYPE 6 - The Loyalist

**Type Sixes** focus on determining what's happening around them to create security and structure. They are loyal to people and organizations, dependable, and excel at anticipating problems and future hazards and designing solutions.

**They need to be secure/certain.**

**Their work is** managing their fear and suspicion so they don't demotivate others. Trust that they have what it takes to handle a crisis.

- Committed
- Security-Oriented
- Engaging
- Responsible
- Anxious
- Suspicious
- Worst Case Scenario
- Wants Security



# HEAD/THINKING TRIAD

WRESTLES WITH: FEAR

## RELATING To The Loyalist

- **Don't take personally** their suspicious attitude or negative outlook.
- **To create rapport**, appreciate their attention to problems, and agree on rules and procedures.
- **Try to avoid** changing the rules abruptly or withholding important information.
- **Join them in** acknowledging what can go wrong before moving ahead.
- **To handle conflict**, put your cards on the table as much as possible. Don't be ambiguous. Challenge them to take responsibility for their reactions instead of coming up with external reasons. Refuse to take on their projections. Assume that they'll act antagonistically when they feel threatened.
- **To support their growth**, help them face their fears directly, get reality checks, and ask for personal support. Help them see the humor in situations. Provide enough safety to get them to relax their minds and get more into their bodies and feelings.

- Committed
- Security-Oriented
- Engaging
- Responsible
- Anxious
- Suspicious
- Worst Case Scenario
- Wants Security





# HEAD/THINKING TRIAD

WRESTLES WITH: FEAR

## TYPE 7 - The Enthusiast

**Type Sevens** are the ultimate optimists! They are quick-thinking, adaptable, and have a positive outlook. Sevens see a silver lining and opportunity everywhere. They enjoy multiple interests and options.

**They need to avoid pain.**

**Their work is** recognizing their limitations and acknowledging when problems arise instead of reframing them. Be present to the task in front of them.

- Busy
- Fun-Loving
- Spontaneous
- Versatile
- Distractible
- Scattered
- Reframes Everything
- Wants to Avoid Pain



# HEAD/THINKING TRIAD

WRESTLES WITH: FEAR

## RELATING To The Enthusiast

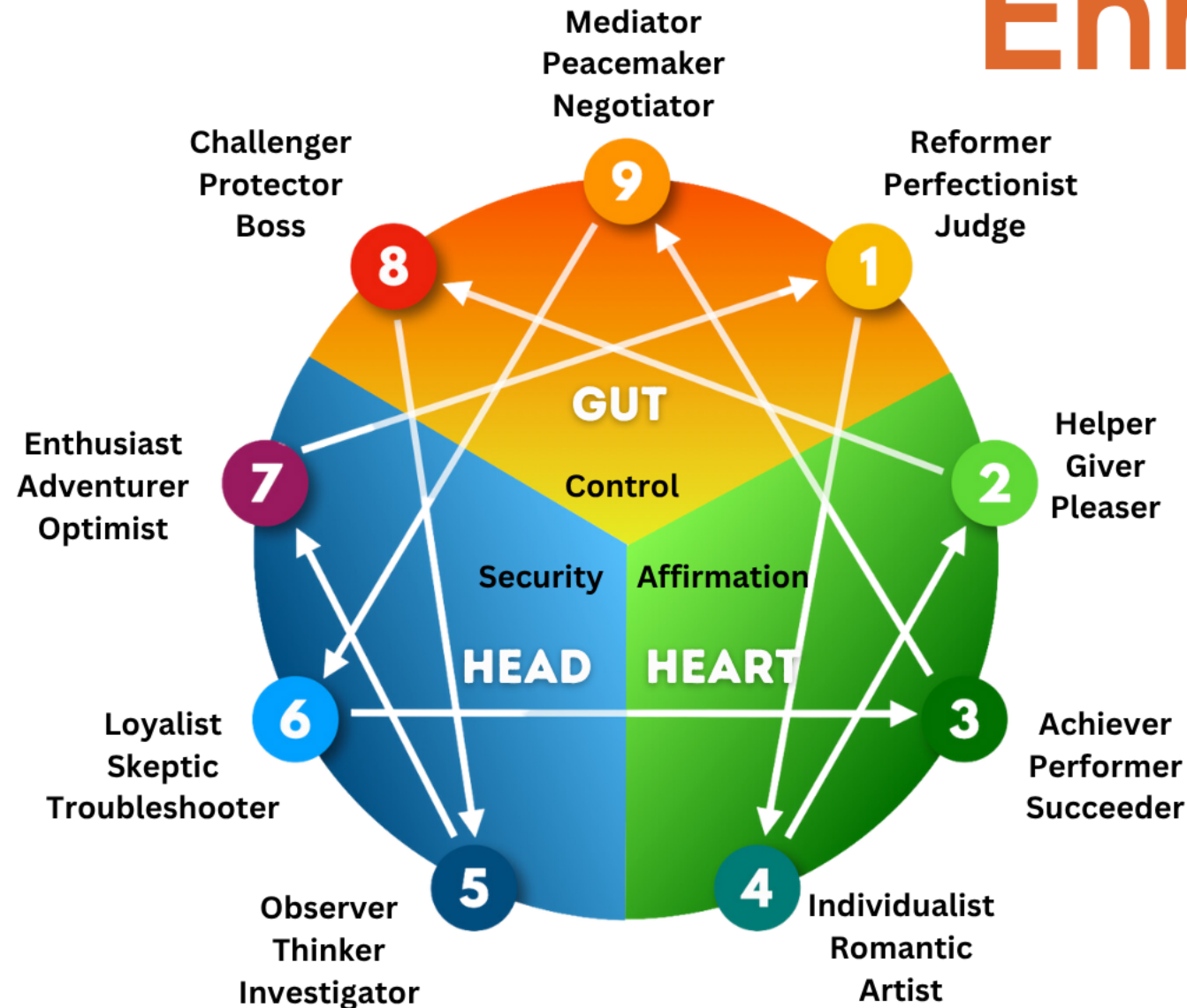
- **Don't take personally** their short attention span or their cheery self-absorption.
- **To create rapport**, appreciate their stories and positive ideas.
- **Try to avoid** being too negative or interrupting the flow.
- **Join them in** having fun and envisioning new possibilities
- **To handle conflict**, challenge them to take responsibility for their actions while staying as positive as possible. Get them to stop talking and listen. Let them know what is needed from them. Repeat often.
- **To support their growth**, encourage their sobriety. Help them to get more "down and in." Support them in staying grounded and balancing their good ideas with common sense. Stress the importance of feedback. Be there when they begin to feel their pain.

- Busy
- Fun-Loving
- Spontaneous
- Versatile
- Distractible
- Scattered
- Reframes Everything
- Wants to Avoid Pain





# What is the Enneagram?



# Where's The Rub?

Identify Potential Issues  
Between Types



## TYPE 4

### INDIVIDUALIST

Emotional • Moody  
Creative • Authenticity

## TYPE 7

### ENTHUSIAST

Optimist • Busy  
Scattered • Spontaneous





# Where's The Rub?

Identify Potential Issues  
Between Types



## TYPE 1

### REFORMER

Perfectionistic • Idealistic  
Principled • Rule Follower

## TYPE 3

### ACHIEVER

Goal Oriented • Driven  
Image Driven • Shortcuts



# Where's The Rub?

Identify Potential Issues  
Between Types



## TYPE 8

**CHALLENGER**

Decisive • Direct  
Confrontational

## TYPE 9

**PEACEMAKER**

Easygoing • Agreeable  
Distracted  
Passive Aggressive





# Enneagram Resources

## WEBSITES

[enneagraminstitute.com](http://enneagraminstitute.com)

[integrative9.com](http://integrative9.com)

[theenneagramatwork.com](http://theenneagramatwork.com)

[enneagramworldwide.com](http://enneagramworldwide.com)



## BOOKS

*The Road Back to You,*  
Stabile & Cron

*The Wisdom of the Enneagram,*  
Riso & Hudson

*The Complete Enneagram,*  
Beatrice Chestnut

*The Enneagram in Love & Work,*  
Helen Palmer



## PODCASTS

*Typology Podcast,*  
Ian Cron

*The Enneagram Journey,*  
Suzanne Stabile

*Enneagram 2.0,*  
Beatrice Chestnut

