



ENNEAGRAM TYPE HIGHLIGHTS

| SOCIAL STYLES | 8 | 9 | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| <i>GETTING NEEDS MET</i> | | | | | | | | | |
| ASSERTIVE: Expansive, Narcissists, Demanding | A | | | | A | | | | A |
| DUTIFUL: Responsible, Team Players, Complying | | | D | D | | | | D | |
| WITHDRAWN: Quiet, Hidden Wisdom, Away | | W | | | | W | W | | |
| CONFLICT STYLES | 8 | 9 | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <i>RESOLVING BREAKDOWNS</i> | | | | | | | | | |
| COMPETENCY: Rational, Detached, Cooler tone | | | C | | C | | C | | |
| POSITIVE: Reframes with Optimism, Warmer tone | | P | | P | | | | | P |
| REACTIVE: Emotional Realness, Hotter tone | R | | | | | R | | R | |
| DIFFICULT MOODS | 8 | 9 | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| <i>"DOWN THE LEVELS"</i> | | | | | | | | | |
| BODY: Boundaries, Seeks Autonomy & Feels Anger | LUST | SLOTH | ANGER | | | | | | |
| HEART: Image, Seeks Approval & Feels Shame | | | | PRIDE | DECEIT | ENVY | | | |
| HEAD: Strategies, Seeks Security & Feels Fear | | | | | | | AVARICE | FEAR | GLUTTONY |



LEADEN RULES & UNDERMINING OTHERS

| TYPES | HOW EACH TYPE AGGRESSIVELY UNDERMINES OTHERS TO BOLSTER THE EGO |
|---------------------------------|--|
| Type 1 REFORMER | Fearing that they may be evil, corrupt, or defective in some way, 1's point out evil, corruption, and defectiveness in others. |
| Type 2 HELPER | Fearing that they are unwanted and unloved, 2's make others feel unworthy of their love, generosity or attention. |
| Type 3 ACHIEVER | Fearing that they are worthless and without value in themselves, 3's make others feel valueless by treating them arrogantly or with contempt. |
| Type 4 INDIVIDUALIST | Fearing they don't have an identity or personal significance of their own, 4's act disdainfully, as if others were "nobodies" with no value or significance. |
| Type 5 INVESTIGATOR | Fearing that they are helpless, incapable, and incompetent, 5's make others feel helpless, incompetent, stupid, and incapable. |
| Type 6 LOYALIST | Fearing that they are without support or guidance, 6's undermine the support systems of others, trying to isolate them in some fashion. |
| Type 7 ENTHUSIAST | Fearing that they are trapped in pain and deprivation of some sort, 7's cause pain and make others feel deprived in various ways. |
| Type 8 CHALLENGER | Fearing that they will be harmed or controlled by others, 8's make others fear they will be harmed or controlled by their belligerent or intimidating threats. |
| Type 9 PEACEMAKER | Fearing they will suffer loss of connection with others, 9's make people feel they have lost connection with the 9 by tuning others out in various ways. |

Material taken from [The Wisdom of the Enneagram](#) by Don Riso & Russ Hudson & the [Enneagram Institute](#), a book we assign to all clients.

Participants in our *Leadership Learning Communities* start their work with the Enneagram, less to simply know the different types and more about cultivating greater sensitivity and compassion, especially when others are "going down the levels" or under continuing pressure.

Leaders who can spot stress patterns are better at helping individuals and teams come back "up the levels" in order to become more creative and resourceful again.