

THE PRACTICAL ENNEAGRAM

By

Jan Forker Cummins

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The Practical Enneagram
Draft 7, October 1999**

For the people at Foothills Congregational Church.

Acknowledgments

I am certified to teach the Enneagram system by Helen Palmer and David Daniels, M.D. I wish to acknowledge their contribution to my knowledge of this system and thank them for their support in my teaching.

I especially thank Arlene Azzarello for her editing help and encouragement, Wendy Hoag for her help with the book's design, and Walt Jessen, Theresa Gale, and Kathi and Gina Closs for their helpful feedback.

The panelists for my classes have been of immeasurable help to me as I clarified my ideas about the Enneagram. They are

Point 1: Elizabeth Henley, Robert Lansfield, Jackie Meyer, Susan Nurse, Irene Ogawa, Angi Peck, Keith Wu.

Point 2: Alice Lowe, Lauren McGeoch, Sue Ann McKean, Alan Templeton, Susie Williams.

Point 3: Bobbie Callison, Dan Ladermann, Jane Turnbull.

Point 4: Laura Borden, Barbara Broadbent, Meredith Dearborn, Jim Manley, Michele McFadden, Wolf Ricketts, Sonika Tinker, Patrick Wyzorski.

Point 5: Robert Clark, Leah Davis, David Fenwick, Ruth Foster, Ron Greene, Charmaine Sungy.

Point 6: Kathi Closs, David Daniels, Marcie Davis, Joyce Harris, Mary Jo Pomeroy, Terry Saracino, Jack Sorenson.

Point 7: Chris Callison, Gina Closs, Bob Collins, Debbie Ladermann, Pat Marin, Mary Beth McDonald, Rich Van Horn, Katharina Wiesmann.

Point 8: Maria Alvarez, Arlene Azzarello, Jim Balassone, Bill Closs, Wendy Hoag Ricketts, Talia Jacobson, Victoria Templeton, Bruce Templeton.

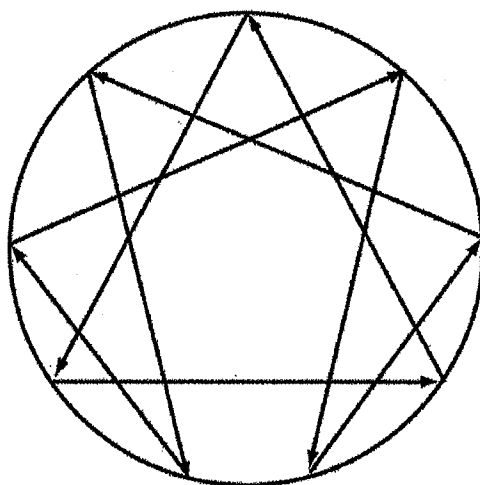
Point 9: Muffie Alvarez, Sheila Collins, Fred Cummins, Claire Cummins, Christine Hoffmann, Bill McFarland, Ann Nelson.

Many panelists in other Enneagram classes in which I've been a student have been helpful as well. Thank you all.

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Introduction

Why the Enneagram? It is one of the quickest and most effective ways to gain knowledge about your own motivations and to understand the motivations of others. Understanding motivation leads to compassion which can reduce the desire for revenge and violence that leads to conflict.

Conflict resolution is a discipline that is getting more attention all of the time. Increased population and vastly improved communication and transportation in the world has created a situation where people from diverse backgrounds and cultures interact in ways that cause misunderstanding. The technology of modern warfare makes the violent physical solutions that humans have used for thousands of years less and less acceptable, as the number of innocent victims continues to rise. A larger variety of cultures than ever before are living together within communities all over the developed world. The ability of technology to bring new ideas, techniques and better and faster communication to everyone creates a constantly changing social situation that is prone to dissolve into violence, particularly with adolescents. The need for tools to help people handle their anger and anxiety in ways that allow the fabric of society to remain intact is more and more pressing.

The technological miracle of the past century has not been accompanied by equal progress in understanding and managing human nature. The need for a more effective ethical and moral structure is apparent to most of us. Where we have not reached agreement as a civilization is on what that ethical and moral structure should be. Indeed, in the U.S. it is unlikely that we will ever have a common religion, which has been the traditional vehicle for moral and ethical standards in a society. The U.S. Constitution supports the ideal of religious tolerance and freedom. That tolerance and freedom is

protected by our system of law. But we need a way to flesh out the principles that are established through the complicated but effective machinations of our system of law.

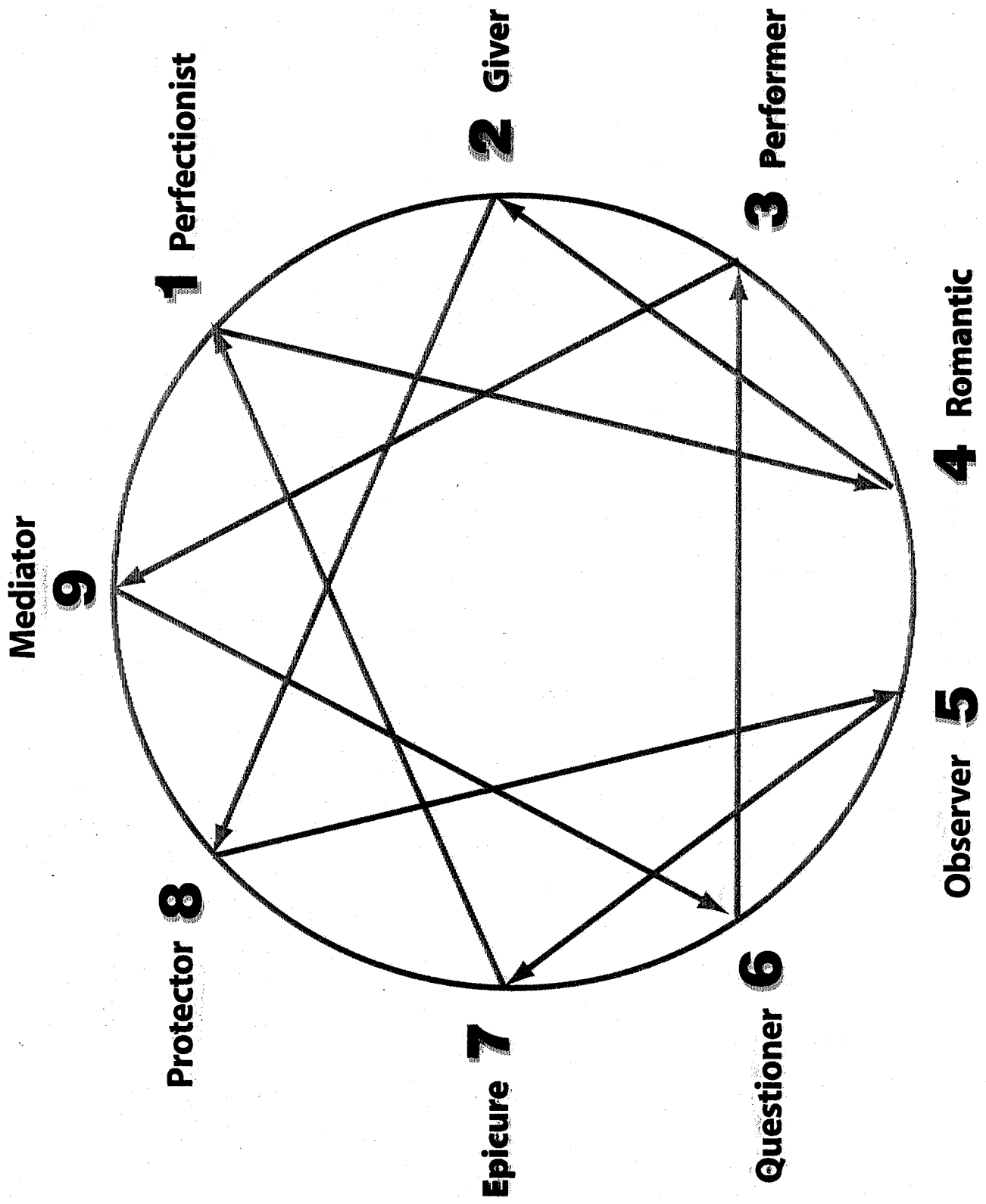
The problems with diversity of culture is reflected everywhere that democracy has prevailed. Democracy, by its nature embraces tolerance and acceptance of a variety of individual philosophical positions, and it is the conquering idea of the present time. Psychology is the vehicle best used by democracies to understand human nature, as it can work within and among a variety of religious beliefs. But psychology does not traditionally deal with the objective and unchanging moral and ethical standards that are the bedrock of traditional religions. Many people believe that we need a way to teach ethics and morals in a democracy outside of a religious structure.

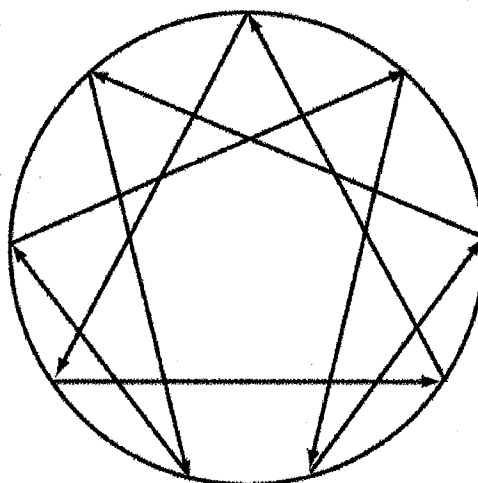
The Enneagram is a tool, a psychological model, that can help us address this ethical and moral dilemma. It does not give the answers in the same way that religions do. The Enneagram is most emphatically not a religion. What the Enneagram can do is give us a simple, sophisticated, many faceted and flexible tool to help us spot our own biases, know ourselves more honestly as individuals and better understand the motivations of others. Once motivations are understood, compassion inevitably follows. With compassion for ourselves and an understanding of our own contribution to communication or its breakdown we can begin to effectively communicate with other individuals and prevent violence.

Conflict is necessary for a civilization to survive, but it must be managed so that a vigorous and lasting peace rather than a cycle of violence will prevail. Unmanaged conflict often breeds endless violence that feeds on itself. The Enneagram can help individuals manage conflict and even avoid it entirely. It helps people have a better understanding of themselves and then of others, even across generational and cultural gaps.

The Enneagram can provide a very useful window into the inner process of the individual. It can provide deeper and more varied knowledge of the "engine" that runs each one of us than any other personality typing system now in use. But it is still just a personality typing system that is only as useful as the individual makes it.

There is much more depth in the Enneagram model than we will explore in this book, providing adequate material for a lifetime of study for those who wish to pursue it. Spending some time studying with a teacher in the oral tradition is valuable for an understanding of the system. Do so if you can. If you don't have access to a teacher, your friends and family can learn along with you. You will learn from each other. A regular reality check with others is an important component in using the Enneagram effectively.





Chapter 1

The Enneagram as a psychological tool

To be able to use the Enneagram effectively, it is important that you first understand yourself and your own set of motivations within the system. Finding your own personality type may be easy or it may be difficult and take some time. Some people immediately know their Enneagram type and never waver, but many people find after some thought and self examination that the type they originally thought they were is not their authentic home point. It is important to stay with the search for the true home point, as the Enneagram will not be able to provide a solid structure for understanding of and compassion for others until one's own home point is found.

The Enneagram is essentially a guide to facilitate your use of intuition when dealing with human variables. Some of us have more highly developed intuition than others, but all of us possess intuition. To develop your intuition it is important that you first pay attention to where your attention goes when you are at ease. It is also important to listen to the feedback you get from others, as projection and intuition can easily be confused with each other. We all use projection in our relationships when we blame others for our problems. Projection is subjective and will be validated only by others who hold the same self interests. Intuition is objective and will be validated by the honest perception of others. Projection is often used by cultures to blame their problems on an enemy culture. Intuition is a valuable survival tool. Projection is not. Growth and development require attention to developing authentic intuition and avoiding projection. Intuition is not measurable by any standards currently available, and may indeed defy measurement. Because of this it is difficult for some of us to trust our intuition. Finding the difference between intuition and projection can be difficult and tricky. A well developed self observer is necessary to be able to do so.

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The Practical Enneagram , Chapter 1 The Enneagram as a psychological tool

Draft 7, Sept. 7.1999

Developing the self observer is the most important part of learning how to use the Enneagram effectively. To do so it is necessary to be quiet and alone and pay attention to the active thoughts and ideas that come to us when we are open and receptive to impressions from inside and outside ourselves, and learn to notice the difference between them.

The self observer requires a quiet mind. Quieting the mind can be a challenging part of learning the Enneagram. The power of the Enneagram as a relationship tool comes from its ability to steer us to the tools that will help us quiet our minds. Each of the nine Enneagram points will have different challenges in this effort. The difficulties you encounter in achieving a quiet mind can be an important indication of your home Enneagram point.

The quiet mind is the first step in learning to use the Enneagram, but a receptive heart and a relaxed body are also important ingredients. Intelligence is divided into three distinct areas in the Enneagram, mental, emotional and physical.

Mental intelligence is the kind that most of us are most familiar with, and it is highly respected in our culture. But we know that many of our most important decisions and most powerful actions are made with minimum reliance on our mental faculties. Mental intelligence can also be clouded and paralyzed by fear and too much emphasis on caution and certainty.

Emotional intelligence is probably the least understood of the three types of intelligence. Feelings are always changing, so cannot be measured as easily as thoughts and actions. We know of the power of feelings but are often at a loss in dealing with them. An ability to deal intuitively with feelings is an essential part of managing them. Intuition does not lend itself easily to the scientific method of observation and repetition. Changing emotions in themselves are not consistent and the sadness inherent in emotions is not pleasant. Most people do whatever they can to avoid sadness, but that doesn't prevent a high rate of clinical depression. With the Enneagram we can measure and even predict emotional patterns. By accepting the inevitability of sadness we can begin to understand its nature and deal with it.

Instinctual or physical intelligence is necessary for basic survival. As our civilization has evolved we have learned to manage it, but we still fear it and often suppress it. The leading emotion of the physical or instinctual center is anger. Anger, we all know, can be very dangerous. It is not a "nice" emotion. Without physical intelligence life has no vitality, but it is often tolerated in refined circles only as a necessary evil.

The Enneagram can help us clarify, track and to some extent even predict movement and change in the feelings, thoughts and actions of people. Once you understand why you react the way you do and have some idea why others react the way they do, you are in a position to change your behavior in ways that bring new results from your relationships. The Enneagram can be useful in helping us understand the motivation behind others' behavior, so we can be prepared to react positively and effectively to behavior that we formerly may have interpreted as uncooperative or even hostile.

The Enneagram cannot be learned by using only one kind of intelligence. Trusting your intuition about the way you use your body, honestly confronting the thoughts that underlie your verbal and written expression and recognizing the way you connect with others emotionally all play into your recognition of your own Enneagram point. Sometimes it requires some time and self searching before the authentic home point can be found. For this reason the Enneagram is best learned in an oral tradition, where the student is in the physical presence of the teacher. A test from a book can only address mental knowledge. A video tape can only address mental and physical knowledge. Emotional knowledge particularly is most active in the presence of another person. You can and indeed probably must examine emotions in private to know what they are. But the material for emotions comes from your interaction, often called chemistry, with entities outside yourself. Usually these outside entities are other people, although emotions can be generated from encounters with animals of other species and with the physical environment, including plants, trees, bodies of water, books, movies, plays, art, music, etc.

The nine points around the Enneagram symbol represent the nine basic groups of people. Each of us will fit into one of these nine places. There are many variations within each point, allowing for the individual differences in each of us. No two humans are exactly alike, but enough similarity in attention and motivation exists within each point for the nine categories to be accurate.

Your Enneagram point does not change, but your awareness of it can. Many people need time to be sure of their correct point. Working with another point that you think you might be can help in that process. If it is your correct point, it will become more evident with time. If it is not your correct point that will also become more evident. In each of the nine point chapters there is a discussion of common difficulties in choosing which is the correct point, along with suggestions for their resolution.

Enneagram types seem to be consistent across cultures, although cultures can vary in their values. Indeed, cultures can often be identified by Enneagram point numbers. For instance, the United States is widely believed to be a point Three culture. The assets of point Three are adaptability, success, popularity, winning and efficiency. The liabilities of point Three are opportunism, shut off feelings, materialism, short term values and self

deception. Other countries, Britain (perhaps point Five) or Germany (perhaps point One) that are similar to the United States and share the same basic civilization are still recognizably different cultures from the U.S. and from each other. Indeed, national and regional cultures can be viewed as a family that includes many different individual personalities but share a general sense of values and standards which may differ from those of other families in their community. Individuals within different families or national cultures may be judged more favorably or harshly depending on the cultural bias held by the group.

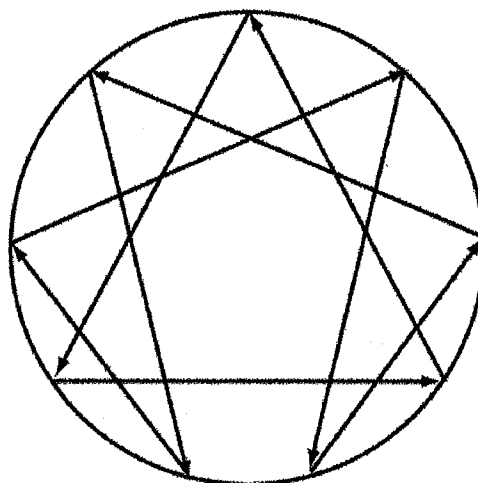
The value of the Enneagram to every culture is in the understanding that the motivation of each of the nine points of the Enneagram is equally valid but different. Some Enneagram points are more valued in some cultures and other points more valued in others. Since people are either born in their Enneagram point or become rooted in it at a very early age, the characteristics of the Enneagram point are not the person's "fault" and cannot be changed. Behavior can be modified, but motivation cannot. People who feel guilty about their motivation will be less likely to want to see it as it really is and are therefore not able to change the resulting behavior. People who feel guilty about their innermost feelings are also more likely to exhibit the negative aspects of their Enneagram point than those who are content with their inner environment. Value judgments are useful as guides for behavior, but can be destructive and even counter productive when taken to the level of inner motivation.

Although behavior and accepted values may differ from one culture to another, people of all nine Enneagram points can be found in every culture in the world. In a restricted society where people are motivated by fear, acceptable behavior will be circumscribed and cautious and the inner world of individuals will be equally limited, as it is safer. People who have inadvertent "outlaw thoughts" are likely to feel guilty and resort to self hate, which leads inevitably to violence. In a democratic society where people have the freedom to explore and express their inner worlds as they wish, an understanding of the differences in underlying motivation among people is critical to the ability to live in harmony with others. Free thoughts and feelings can lead to actions that may be perceived as threatening by others.

With an understanding of the possible differences in motivation the Enneagram offers, the perception of threat can change into an understanding of compatible differences. Often the same goal will be effectively pursued in nine different ways. When we understand that fact we are much more likely to make room for different styles of behavior. Getting along with others, even within our own families, may require learning to understand and honor qualities that have been undervalued in our own culture.

There are many other ways to obtain the kind of information the Enneagram can give us. The Enneagram is not the truth itself. It is simply an elegant and efficient tool to help us

better understand the underlying truths of human personality. On a very deep level it can be a useful complement to psychological and theological studies. On a more surface level it can be used to help families, businesses, schools and communities function more harmoniously.



Chapter 2

The Enneagram's Ancient Roots

The material for the modern Enneagram system was reputedly developed by a Russian named George Ivanovich Gurdjieff, who studied with Russian Orthodox Christian tutors as a child and is rumored to have lived in a Sufi monastery as a young adult in the late nineteenth century. He developed a philosophy from his studies that he called the "Fourth Way." Gurdjieff noted that a similar vein of thinking ran through the esoteric, or inner mystical traditions of eastern Christianity and Islam and believed this knowledge could be useful in new ways in an increasingly complicated civilization.

Gurdjieff taught the "Fourth Way" in Paris beginning in the 1920's as a secret oral tradition that could only be passed on through a direct relationship between master and student. A student of his named P.D. Ouspensky wrote about the "Fourth Way" teachings in a book called "In Search of the Miraculous" that achieved some notice in the 1960's and 1970's. Ouspensky's writings have been questioned and even discredited by some since they were first published. Mystery and secrecy still surrounds and obscures this early work that may have led to the present form of the Enneagram of the personality.

Oscar Ichazo apparently came across Gurdjieff's teachings while studying in Europe after the Second World War. Ichazo gave a name to the model as a personality typing system, calling the nine points or personalities Enneagons. Ennea is Greek for the number nine. The suffix "gram" was added later as the system began to be developed and written down by a variety of teachers. Gram is the Greek word for something written or drawn. Ichazo has continued to teach in the master-student secret oral tradition of the Enneagram system, a different path from that followed by others who have built upon his early work.

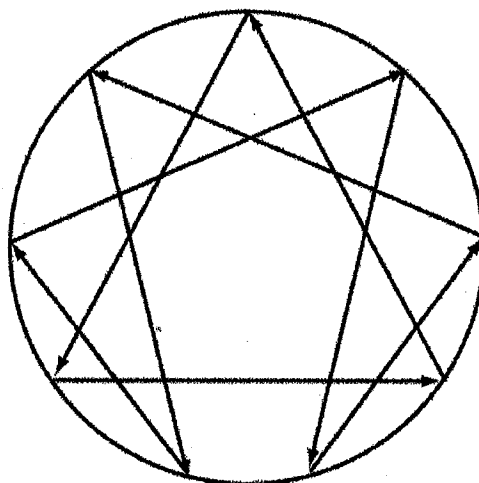
Books about the Enneagram began to appear in the 1980's, and they opened the system up to public access, dissolving the old precautions of secrecy. There are now several schools of Enneagram thought in the United States and in Europe. Each of these schools has published books and each of the different schools approaches the system slightly differently. Personality characteristics for the nine points are the same or similar in all of the Enneagram schools, but the descriptive names chosen for the points can differ. Some teachers and/or authors emphasize the spiritual nature of the Enneagram and some its psychological aspects. They all agree on the basics, and that there is room for variations and new observations.

The symbol of the Enneagram is a very old one, appearing in esoteric spiritual situations in various places over hundreds if not thousands of years. The mystical hermits of the desert of early Christianity appear to have used such a symbol. There are also clear parallels between the "energy map" of the Enneagram and other spiritual systems in use today. For instance, the Seven Deadly sins of Christianity correspond with seven of the Enneagram types. The Kabbalah, which contains the ancient esoteric wisdom of Judaism, has also been shown to be compatible with the Enneagram.

Although the model of the Enneagram appears to have ancient origins, its importance to us is in its adaptation to current civilization. The system is too new to have a depth of statistical validation in the scientific method, but enough work along those lines has been done to earn the current system a foothold in psychological literature. The Enneagram's ancient roots point to a validity that has been tested by time.

The Enneagram will continue to prove its practical worth as more and more people become acquainted with it and put it to use in their lives. Time will be the main test of this new personality typing system, as more and better statistics are gathered. As a beginning, the Enneagram is consistent with the work of Carl Jung and Karen Horney in the sense that the dimensions of human personality are based equally in mental, physical and emotional energy and that there is a relationship between humans and unchanging and powerful universal standards and values. All personality typing systems are based on similar principles that can be used to measure the Enneagram.

In the Enneagram, as with all personality typing systems, individual self knowledge is the source and the goal. The Enneagram simply offers a more flexible and complete framework for tracing the variables and shifts of human personality than does any other system in current use.



Chapter 3

The Enneagram Model

We begin learning the Enneagram by dividing it into three sections. There are three basic areas of life energy for human beings. They are instinctual or physical energy, emotional energy and mental energy. Each of the nine Enneagram points fits into one of these areas, which we call triads.

Each of the triads contains three Enneagram points. All three of these points share a common driving energy. Anger is the basic instinctual energy, fear is the basic mental energy and sadness is the basic emotional energy. It is important to remember that these three driving energies are powerful but neutral. All three can have bad or unacceptable uses and all three can be used for just and good ends. Much of the power of the Enneagram as a model for behavior comes from the acceptance of these so called "negative" emotions as part of our basic energy. We can choose to use the energy in a positive or a negative way, but we cannot choose whether or not we will use it. If we try to pretend it isn't there or that we can get "rid" of it, it will be much more likely to find expression in undesirable ways.

The three points at the left of the circle, Five, Six and Seven, are in the Mental energy triad. Their initial reaction is to pull back from the situation and process material mentally before taking action out of a deep seated and basic sense of fear. They are oriented to the future and possess a mental clarity and objectivity that allows them to remain detached from the situation they are in. The Mental points all struggle with isolation and commitment.

The three points at the right of the circle, Two, Three and Four, are in the Emotional energy triad. These points are acutely aware of the reactions of others and move towards connection and relationships very naturally with an empathy derived from a deep sense of sadness. They are oriented to the past and possess a deep intuition about feelings, both their own and others. The Emotional points all struggle with boundary issues.

The three points at the top of the circle, Eight, Nine and One, are in the Instinctual energy triad. People in all three of these points process information physically and react to it instinctively with either suppressed or expressed anger as their leading energy. The Instinctual points all possess a natural physical knowledge and ease in the present moment, but struggle with inadaptability, denial and tunnel vision.

Each of the three energy triads of the Enneagram consists of a core point at the center, an introverted point and an extroverted point. Each of the core points contradicts the energy of its triad.

The core point of the Mental triad is point Six. Sixes' thinking is inclined to be clouded with overwhelming fear. Some Sixes are openly fearful and obsessed with safety and security, while others confront and deny their fear with bold action.

Fives, in the introverted position of the Mental triad, often appear to be only thinking beings. They live in their minds and imaginations to the exclusion of relationships and activities with others. Fives are reluctant to expose their emotions, and do so only after much observation and long acquaintance.

Point Seven is the extroverted Mental triad point. The mind of a Seven is always active, constantly planning and thinking up new options while avoiding limitations. Sevens are ingratiating and are often quite popular. They enjoy the company of others but are self oriented and detached from others emotionally.

The core point of the Emotional triad is point Three. Although Threes connect well with other people, they are generally unaware of their own feelings, especially the potentially debilitating sadness that underlies their energy. Threes use their emotional energy to connect with others in order to achieve goals considered worthy by the group they are in.

Point Four is the introverted position of the Emotional triad. Fours are sensitive people who are aware of their own shifting feelings and often struggle against being overwhelmed by them. Fours are acutely conscious of their own underlying sadness and often don't know what to do with it except suffer.

Point Two is the extroverted point of the Emotional triad. Twos actively reach out to others in the assumption that if they successfully fill the needs of others, their own needs

will be met. Twos are able to use their underlying sadness to connect in empathy and compassion with others.

The core point of the Instinctual triad is point Nine. Nines are inclined to be slow to take action. Indeed, Nines usually prefer to take no action of their own at all and instead participate in action precipitated by others. Nines are described as having "gone to sleep" to their motivating energy, which is anger.

Point One is the introverted position of the Instinctual triad. Ones think very carefully before taking action, often building up resentment within themselves along the way. Ones suppress their instinctual anger.

Point Eight is the extroverted position of the Instinctual triad. Eights clearly demonstrate the anger energy of this triad. They are inclined to be honest and direct, exude power and easily intimidate others.

Immature to mature

As the Enneagram personality system is described in this book, there are many references to the immature side or the mature side of a point or characteristic. This terminology equates immature with automatic and often destructive behavior, and mature with thoughtful and usually constructive behavior.

Type Numbers and Names

The Enneagram of the personality has been developed using numbers rather than names as the commonly accepted designation for each type. The numbers of each of the nine points are consistent within all of the Enneagram literature. The many Enneagram authors and teachers vary the names of the points to accommodate their own perceptions of the model.

The universal acceptance of numbers for the types emphasizes the inherent truth that no Enneagram point is better or worse than any other. All nine points have their challenges and their strengths. All cultures value the characteristics of some points more than others. However, valued characteristics often differ from one culture to another, explaining why some people may gravitate to a culture different from the one they have grown up in.

In this book, each point is given a descriptive name. These names are the choice of the author and are not to be interpreted as a full descriptor of the point. For this reason, the point numbers are used much more often than the descriptive names in the point description chapters.

Internal lines

The nine points of the Enneagram star are connected by internal lines. Each point has four physical connections with other points. These line connections are called wings and arrows.

Wings

Each point has two adjacent wings. (e.g. The wings of point Three are points Two and Four). As with the arrow points, the influence of the wing points varies from person to person, with some individuals feeling and behaving more like one wing point than the other, some relating to both and some centered quite firmly in the home point with little influence from either wing. When it is hard to decide to which of two neighboring points a person belongs, the dominant inner motivation will show which is the real home point, with the other point being a strong wing influence.

Arrows

The arrows along the internal lines of the Enneagram symbol point to the stress point for each type, the path of "least resistance." The security point is in the other direction - going against the arrow, perhaps implying that it is harder to move in that direction. Each person within a given Enneagram point is more or less influenced by one or the other of the arrow directions associated with the home point. This is how one Eight can look more like a Five than another Eight who is more like a Two, or one Four can look more like a One and another like a Two. The Eight or the Four is still the basic home point.. Cultural and family pressures will have an effect on this kind of movement. There are variations among individuals, and sometimes stress and security can be misleading names for these lines, as they are simply connections that affect the position of a given person.

Stress point

Most people are familiar with both the mature and immature sides of their stress point, as they are likely go to the immature side of this point when they are falling into automatic behavior under stress and uncertainty and the mature side when they are girding for action in a risky or important venture.

Security point

When under dire stress, people will often report feelings and exhibit behavior that match the immature side of their security point. Many people do not relate to the mature side of their security point until they have reached some maturity in years or in life experience.

As a person grows and matures, a natural pull towards manifestation of the mature qualities of the security point will probably happen. Age alone will not bring it about.

Mental state – immature to mature

Each point has a path of movement for the mind, or thinking, moving from the automatic and often destructive behavior of the immature position to the mindful and constructive position of the mature position.

Feelings state – immature to mature

Each point has an emotional (feeling/heart) movement, moving from the automatic and often destructive behavior of the immature position to the loving and compassionate characteristics of the mature position.

Physical state - Instinctual Subtypes

Each point has three instinctive body based behaviors, or “motors” that run our outward day to day lives. The three subtypes we all must use to survive are: **Self-preservation, Social and One-to-one, or Sexual.**

All of us, no matter which is our home point, operate instinctively with one or two of these three instinctual subtypes dominating our behavior. The way each of these subtypes influences our behavior will be determined by our Enneagram point. We all use each of the subtypes to support our Enneagram point when our lives require effort in that particular area, but one and occasionally two will be dominant when our lives are running well and we don't need to exert extra effort in any one subtype. An example of this would be a Self-preservation subtype who obsesses about the amount of money they have saved when they are already very wealthy.

You can find your dominant subtype by understanding which of the three is most likely to throw you into automatic behavior, when your Enneagram point is running you instead of your managing your own behavior in a thoughtful way. The easiest way to determine your subtype is to observe your behavior when you are caught off-guard or when you are relaxed. Where does your attention go: To your own safety and security (physical or financial), to the social situation (taking care of or relating to more than one other person in a group) or to a one-to-one relationship (with a higher power or a person)?

Ideally, in a mature person, all three subtypes will be operating equally. This is very rarely the case without some conscious effort.

Relational Triangles

The three overlapping triangles within the circle of the Enneagram symbol are yet another connection I have called relational triangles. I call these triangles relational because it is my observation that people of the three types within each of these triangles often have a natural understanding of each other. This does not mean they will be best friends or marriage partners or that they will even like each other, but in a practical way they can probably understand each other more quickly than they would those from another triangle. This can be complicated by the fact that the relational triangles reflect the way we use or resist the three triad energies within ourselves. We might have a natural antipathy to someone reflecting a behavior or energy we are resisting in ourselves even though we are capable of understanding them very well.

The practical importance of each of these triangles is that each consists of one Mental type, one Emotional type and one Instinctual type. When we need to move out of our own natural type of energy to access one of the other two types of energy, we are most likely to use the one in our own relational triangle. For instance, Types Seven and Four have no physical connection along the arrow or wing lines within the circle, but they share the same relational triangle.

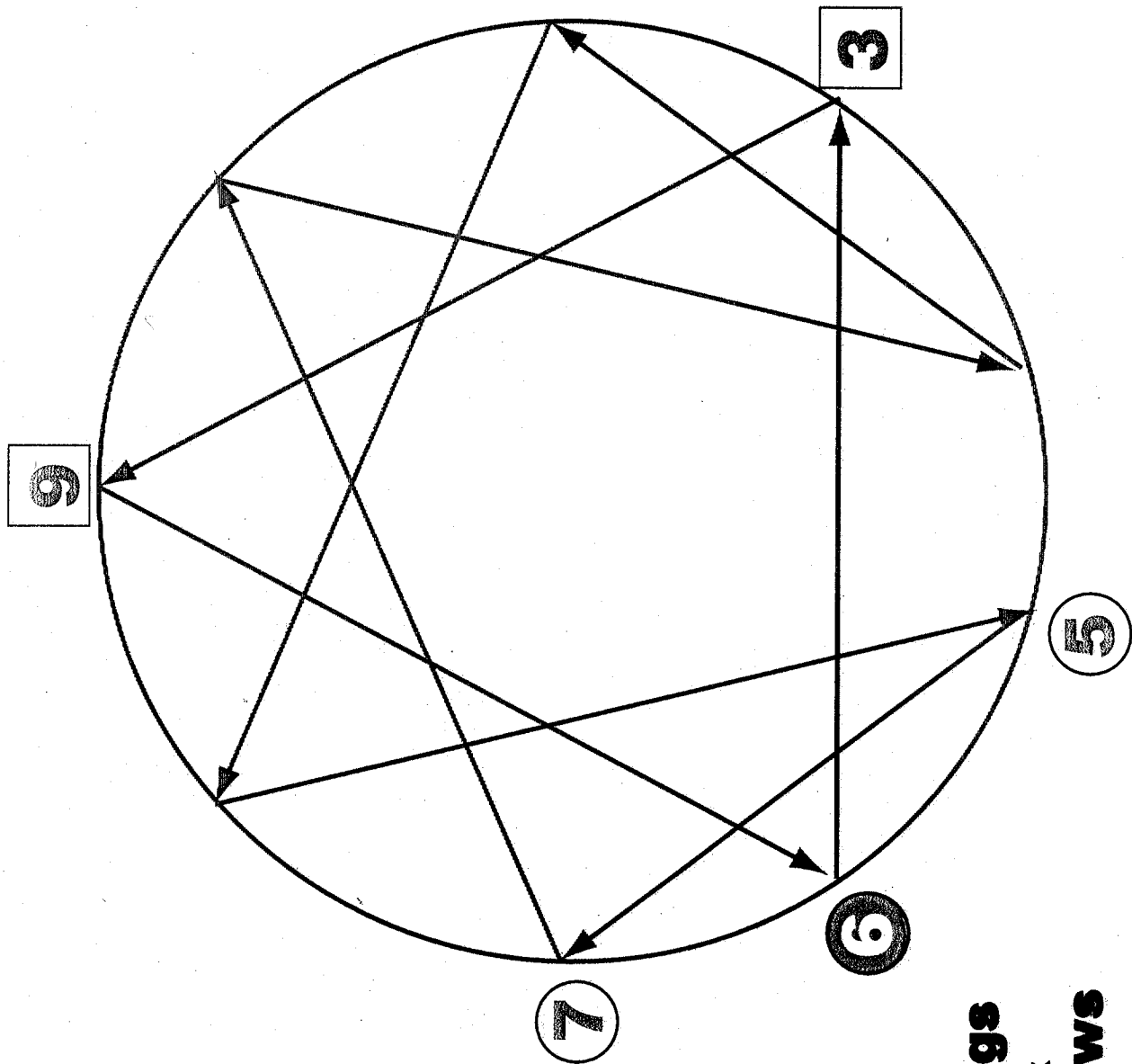
In the "inner triangle" containing points Three, Six and Nine the lines between points connect the points only with each other. They are each at the middle of their respective triads. They are sometimes called the core, center or inner points.

The two outer triangles consist of points One, Four and Seven and Points Two, Five and Eight. All six of these points are interconnected by arrow lines. These are sometimes called the outer points or the wings, as each of these points is a wing of one of the center points. The outer triangles are both missing a line at the bottom. This has some significance for points Two and Four and points Five and Seven, as these points have no physical Enneagram connection to the Mental center in the former instance or to the Emotional center in the latter.

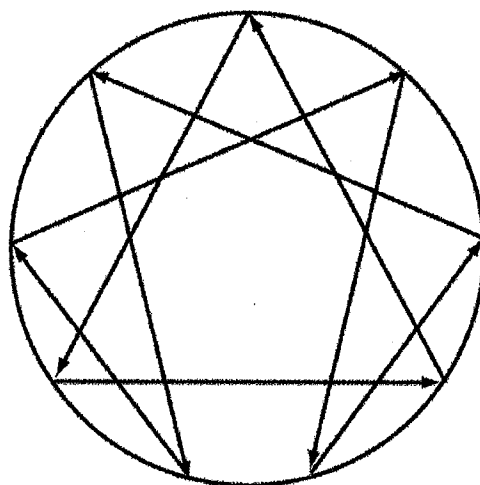
According to the relational triangles, when a Seven accesses emotional energy he or she describes feeling more like a Four than a Two or a Three. Conversely when a Four accesses mental energy he or she will think more like a Seven than a Five or a Six. But they do not cross these boundaries easily. Sevens and Fours often find they have a natural antipathy to each other and to the corresponding tendency in themselves. Fives and Twos have a similar type of relationship. Sevens and Fives are not easily comfortable with emotions and Twos and Fours are usually not as motivated by thoughts as they are by feelings.

Organization of the types

The Enneagram of the personality is a complicated and intricate system on many levels. A short introduction such as this book can only skim its surface. Because many people find it easiest to find their home point by first identifying their dominant energy triad, the following chapters that describe the nine points are organized within their respective energy triads, core point first, introverted point second and extroverted point last. We will arbitrarily begin with the Mental triad, move to the Emotional triad and finish with the Instinctual triad.



wings & arrows



Chapter 4

Point Six

The Questioner

Are you constantly aware of the possible dangers around you? Are authority figures important in your life? Are you attracted to unappreciated people and causes? If you answered yes to any of these questions you may be a Six.

The core point of the Mental triad is point Six. Sixes contradict the energy of their triad because their thinking process is easily confused by overwhelming fear. One Six can look quite different from another depending on how they manage their fear. Sixes crave certainty. Phobic Sixes seek safety and avoid danger. Counter-phobic Sixes seek danger and avoid safety. Both still want certainty.

The thinking energy of the Six shows up in doubting and questioning. All Sixes are constantly questioning and probing others and their environment, looking for the danger they know is lurking behind everything. Sixes always position themselves in relation to an authority figure, whether it be human or divine. A Six in a phobic position will try to please and obey authority, while a Six in a counterphobic position will rebel and battle authority. Both see themselves in opposition to some person or institution, whether the opposition is positive or negative. Many individual Sixes can be both counterphobic or phobic at different times and in different situations. The common denominator for all Sixes is that they believe they are not strong enough to defend themselves.

Procrastination can be a big problem for Sixes, as doubt and questioning about appropriate action can be overwhelming. Fear of success is also strong for Sixes, as it threatens the relationship of the Six with authority. Once they have given their

allegiance to an authority figure, Sixes are extremely loyal and are effective workers, as their questioning has ceased. Sixes enjoy groups, as they feel safer when they are not exposed. They prefer to work as a member of a team, and will usually avoid leadership positions.

Wings

The Wings of point Six are points Five and Seven. Sixes with a Five wing are usually quiet and cautious introverts, while Sixes with a Seven wing are often very popular, as they actively seek friends who can protect them.

Stress point

The Stress point for point Six is point Three. A Six who is frightened will move into instantaneous action, either away from or towards the object of their fear. A Six who is preparing for action will take time to ask important questions but will soon push past their natural tendency to procrastinate into effective action.

Security point

The Security point for point Six is point Nine. Sixes who are comfortable with themselves will be able to just "hang out" and let others be without questioning or needing to take action. Sixes in this position can be courageous and innovative leaders and administrators. On the low side of this point, Sixes who are extremely stressed may find themselves in such a state of paranoia that they are unable to move or think at all.

Mental state

Immature: Cowardice

Mature: Faith

When their defenses are up, Sixes are capable of being paralyzed by fear. The expression of this fear in a mental way is cowardice, or an inability to take responsibility. When a Six has faced this fear and accepted it as his or her own, action comes easily and effectively from a position of deep faith. Sixes in this high mental position can be very effective religious or political leaders.

Emotional state

Immature: Fear/Doubt

Mature: Courage

Fear and doubt are always lurking in the heart of the Six. Projection of this fear and doubt onto someone or something outside is a constant and compelling temptation, as

defensive Sixes truly believe that all power resides outside themselves.. Once Sixes recognize and accept their own responsibility for their fear and doubt, they can move beyond them to courage or true bravery. Courageous Sixes can be very powerful leaders, as their ongoing internal struggle between questioning and open-mindedness is apparent and inspiring to others.

Instinctual Subtypes

Self Preservation: Warmth and affection

Self preservation Sixes move toward others with warmth and affection in an attempt to disarm and charm them into a safe position. Sixes of this subtype are usually phobic and keenly aware of their fears. Once they are sure of safety in another's presence, doubt and questioning can take over and interfere with development of the relationship. Intimacy with others develops slowly, and is often tested, as trusting takes time. Once intimacy is established, however, it is firmly and absolutely established, and very difficult to break.

Social: Duty

Social Sixes make it their business to be aware of what the groups they belong to are doing; what is popular and acceptable and what is not. Conforming to the group is so important for their safety that these Sixes will bond with others in the group who readily conform and will discount and usually cooperate in casting aside those who don't. Sometimes, however, these Sixes will feel a need to defend a person or idea they consider unappreciated, and will oppose the group and become self righteous outcasts themselves. Fiercely loyal to those they have thrown their lot in with, they are hard workers and effective advocates. Their ability to question peripheral issues while remaining loyal to the group and refusing to be singled out for special recognition often makes them highly valued by others in the group.

One to one (Sexual): Strength and beauty

One to one Sixes are often counterphobic. The naturally intense focus of this subtype is directed onto each significant other as an authority figure. Then the questioning and doubting mind takes over and this chosen authority figure or idea is mightily tested through intense opposition. If the figure passes the test, they are accepted by the Six and become worthy of loyalty. These Sixes inspire others who enjoy a challenge.

Strengths of Sixes

Sixes are very **good troubleshooters**. Always alert to danger, they are more perceptive than many others about their physical environment and other people. **Loyal** to a fault

once their allegiance is given, Sixes are capable of fighting fiercely for underdog causes or people. Sixes are usually **attractive, well-liked and valued by others**, as they avoid the limelight and have a natural affinity for groups where they feel safe.

Pitfalls for Sixes

Projection is the main Six defense mechanism. Sixes are prone to blaming their troubles on some outside person or circumstance, thereby risking an increase in the danger from that person or circumstance. **Uncertainty and insecurity** can create great anxiety in Sixes. **Success** is difficult for Sixes, as they are compelled to look for the "catch." Sixes regularly have **difficulties with authority**, often vacillating between suspicion and intense loyalty. Sixes can be **fierce fighters** when they feel cornered. Sixes can quickly change their minds and **walk away from a responsibility** they have assumed if they begin to feel controlled or pressured and feel endangered.

Self Awareness for Sixes

Accept uncertainty as a part of life. **Develop inner faith and trust** in self and others. **Observe fear and calm it.** Recognize that both fight and flight are reactions to fear. **Move ahead while feeling fear.** Recognize that counterphobia blocks out fear and actually makes it worse. Watch out for **projection** of your fears onto others. It just increases the danger to you.

Getting along with Sixes

Be dependable. Do what you say you will. Give them **room and time to doubt and question.** Don't try to push them into anything. Remember that Sixes feel safest in a group. **Don't leave them to shoulder responsibility alone.** Be careful to **warn them before you make a decision or take action that affects them.**

Identifying Sixes

Sixes might think they are Ones because both types are anxious and value rules and regulations. Sixes are anxious about what can go wrong and value rules as a way to find certainty and safety. Ones are anxious about being judged as incorrect and value rules as standards for measuring their efforts to reach perfection.

Sixes might think they are Twos because both types are warm and sensitive to the needs and feelings of others. Sixes are driven to connect with others by a need for safety and security and will pull back from relationships now and then to give themselves room for doubt and questioning. Twos are driven to connect with others by a need for validation of their self worth and will continue filling the needs of the relationship to the point of exhaustion.

Sixes might think they are Threes because both types are excellent team players who adapt well to others. Sixes view teams as groups that give them safety in anonymity and they are uncomfortable at being singled out for praise or recognition. Threes value the team as a means to a goal and they thrive on the possibility of compliments and awards.

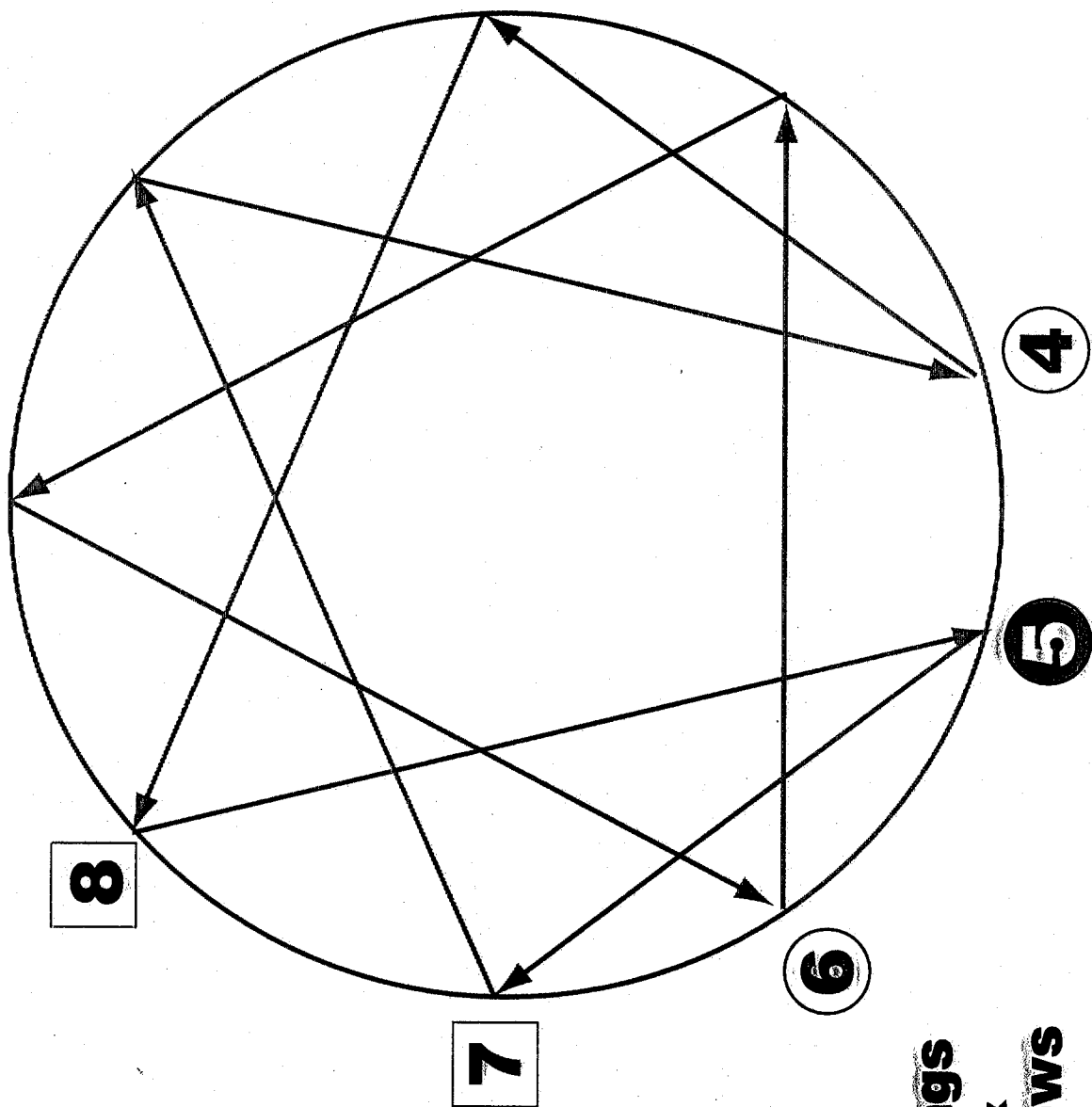
Sixes might think they are Fours because both types can easily feel victimized. Sixes want to avoid their own feelings and focus on what can go wrong on the outside. Fours readily fall into feelings of self pity and despair.

Sixes might think they are Fives because both types question and gather facts to feel secure. Sixes will often become confrontational when they are questioning as they doubt that their knowledge of the facts is enough to keep them safe. Fives will usually withdraw to collect information, as they are confident that if they collect enough facts they will be safe from harm.

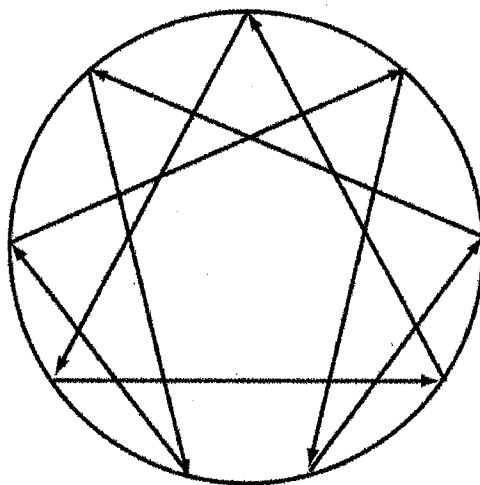
Sixes might think they are Sevens because both types have active minds and are highly imaginative. Sixes look for what is wrong or dangerous in a situation and seek limits to feel safe. Sevens are optimistic and upbeat in even the bleakest of situations and avoid limits of any kind if they possibly can.

Sixes might think they are Eights because both types are adventurous, confrontative and suspicious. Sixes, when they are counterphobic, will face great dangers and fight fiercely as they confront their fear in fits and starts, pausing now and then to question and doubt. Eights take risks and fight routinely and casually with sustained power and force as a way of establishing boundaries or correcting perceived injustices.

Sixes might think they are Nines because both types like being part of a group and can easily support the agendas of others. Sixes will question the direction of the group before going along with it. Nines will fall in with the group at first and then later question if that is where they wish to be.



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Chapter 5

Point Five

The Observer

Do you have a strong need for privacy? Do you take pride in needing very little to survive? Are you detached emotionally in the company of others? Do you need to be alone to know how you feel? If you answered yes to any of these questions you may be a Five.

Point Five is the introverted point of the mental triad. Fives are actually very emotionally sensitive people, but they are easily able to remain calm and handle their emotions efficiently by compartmentalizing their feelings separately in their minds. Compartmentalization of thinking is typical of Fives, who often have secret lives. Fives are very tolerant of others and often have a large variety of friends who they keep separate from each other. They are able to observe and be with others with no need to change them or improve them. They can feel closely connected with others in a nonverbal way, needing only minimal contact to keep a relationship alive.

Fives seek connection with others through knowledge. Small talk is not their forte, but they can become intensely interested in a conversation with someone who is willing to go deeply into something they have collected information on. Fives have extremely active minds and are compelled to collect facts that they store away for possible future use in the various compartments of their minds. Their ability to be alone for long periods of time and to maintain focus on obscure threads of information makes them top notch research scientists. Their distance from emotions frees them for conceptual thinking.

Simplification of needs is important to Fives, as being independent is critical to their ability to protect their sensitive emotions. Fives are usually not interested in material rewards for their own sake, but they often do like the independence that wealth can offer.

Wings

The wings of point Five are point Four and point Six. A Five with a Four wing is very withdrawn and can be easily pulled into overwhelming feelings. A Five with a Six wing is often very social and enjoys spending time with people who share his or her interests.

Stress point

The Stress point for point Five is point Seven. Fives in stress complain about overactive and confusing thoughts. They can also become frantically chatty about obscure information with anyone who will listen to them. When a Five is preparing for action, the ability to put seemingly unrelated pieces of information together can be a great asset.

Security point

The Security point for point Five is point Eight. Secure Fives are often very competent entrepreneurs and bosses, especially in technical companies. They can take charge and lead others to a focused goal for a period of time. Most Fives find this position tiring though and need to regularly retreat and refuel their emotional energy. They often like to work with Eights, as they think the way Eights act. Fives can understand the rationale behind healthy but impulsive Eight actions, waiving the Five need for gathering facts before taking action. In severe stress, Fives can be irrationally paranoid and controlling of their environment and those in it.

Mental state

Immature: Stinginess

Mature: Omniscience

Fives want to hang on to what they have. Facts, thoughts, friends, money, feelings, etc. As they learn to relax with this compulsion for stinginess, Five can achieve a state of understanding that is beyond facts or feelings. While Fives are naturally non-judgmental, they often find it difficult to open up their secrets to others. As they develop more effective connection with others, Fives grow into sympathetic and very wise people.

Emotional state

Immature: Avarice

Mature: Non-attachment

Emotions run deep for Fives. They feel intensely, but can't do it easily when others are present. The emotional temptation of the Five is to hoard and guard what they feel so as to protect themselves from outside judgement and scrutiny. Fives want to play in the fertile fields of their own imagination all by themselves. Eventually they do become lonely, however, and want connection with someone outside themselves. To do this they need to let go and share some of their feelings and ideas and risk rejection. This can be very frightening for a Five. When they are able to do this they have the capability of being completely objective about their own feelings and ideas as much as they are about those of another person.

Instinctual Subtypes

Self Preservation: Castle

Self preservation Fives are solitary folk. The Five drive to be stingy and to hoard combines with the retracted self preservation position to cause them to want to pull up the drawbridge and retreat from the world. The irony is that when they do, the source of their inspiration and plenty goes away and they are left poorer. These Fives need to struggle to work with intense pull of their type combined with their subtype.

Social: Totems (symbols)

Social Fives are the most outgoing of the Fives. They enjoy people and groups and often belong to many organizations. Their relationships to people and organizations will always focus on a particular object, subject or task. They are still Fives, who have a hard time opening up their feelings unless they have a comfortable information vehicle available for them. The tasks or information they need as vehicles are the totems or symbols. They are often collectors of junk, as well, as "you never know what might be useful." Or, you never know what might give me a bridge to connect with people.

One to one (Sexual): Confidence

One to one Fives are keepers of secrets, their own and those of others. These Fives report that people will often confide their secrets to them unsolicited. Their natural Five talents for being tolerant and sticking with deep and what might be uncomfortable topics for others makes them into unparalleled confidants.

Strengths of Fives

Fives are naturally **tolerant and non-judgmental**. Fives have a **talent for objectivity**, even with their own feelings. Fives can **keep secrets** quite naturally. Their compartmentalized thinking allows them to temporarily forget information they aren't using. Fives value self sufficiency and independence and are **non-demanding of others**.

Fives can listen to just about anybody say anything as long as there are no emotional demands attached. Fives are **calm in crisis** because they are easily able to separate their feelings from their thoughts. Fives are **knowledgeable**. Their ongoing appetite for facts and information to be stored in separate compartments for possible later use is insatiable. Fives pride themselves on their collections of facts and information. In fields where they are confident that they are the experts they will **quietly but firmly stand down anyone who questions their knowledge**.

Pitfalls for Fives

Isolation is the main defense mechanism for Fives. Their strong desire for privacy can lead to total isolation which prevents them from gathering the information they could get from others. Fives can easily **overload on the emotions** of others. Not getting the **regular time they need for themselves** can make them **irritable and tense**. Fives must gather facts and knowledge before taking action and will often be **disapproving of others who take action without preparation**. If **dependency needs** arise, it can be very hard for the Five, who will usually withdraw in some way, emotionally or physically.

Self Awareness for Fives

Experience feelings in the moment. Resist the impulse to withdraw when feelings arise. Stay connected rather than withdrawing. Use your self observer to notice when you are enjoying a connection with another and push yourself to stay with it. **Enlarge your circle of friends.** Resist the impulse to stay just with the tried and true. Try connecting with somebody new. **Reveal personal matters**, express self. Take the leap and let someone know how you feel about something. **Pursue physical activity.** Try to develop a greater awareness of your body and its needs. Be conscious of staying in your body when you are with others. Athletics can help you do this. Be on guard against your desire for **isolation**, as it cuts you off from knowledge.

Getting along with Fives

If the solid boundaries of Fives are **threatened with emotional invasion** they can disappear quickly or become very angry. **Fives need privacy.** If they are not permitted to have it they will become irritable. **Fives need space.** They cannot be confined. Those in relationship with a Five must let them go to their private place regularly. They will come out when they are ready. **Fives need to be heard.** They will remain quiet until they have something important to say. They will say it quietly and if people don't listen they will leave or demand to be heard if it is important enough. **Fives are not pushovers.** They are independent thinkers with strong boundaries who can be mistakenly seen as frightened and mousy people. If pushed they will push back or they

will leave, depending on the importance of the situation. **Stick to the facts and stay away from emotions** as much as possible.

Identifying Fives

Fives might think they are Ones because both types are reserved, self-controlled and detail oriented. Fives are quietly withdrawn, tolerant and non-judgmental, can listen indefinitely as long as they are interested in the subject and pursue detailed facts and information in a focused but aimless manner. Ones are inclined to measure the matter at hand against their own internal standards, they can be judgmental of themselves and others and often appear tense, as their reserve and self control arises from suppressed anger.

Fives might think they are Twos because both types are sensitive and out of touch with their own feelings. Fives will pull away from others regularly to spend time alone and feel their feelings. Twos have a natural tendency to stay with others indefinitely and avoid their own feelings.

Fives might think they are Threes because both types avoid feelings and focus on tasks. Fives will stay on task as long as they are interested whether or not there is material gain involved. Threes stay with tasks to gain approval from others and will abandon a task that offers no tangible reward.

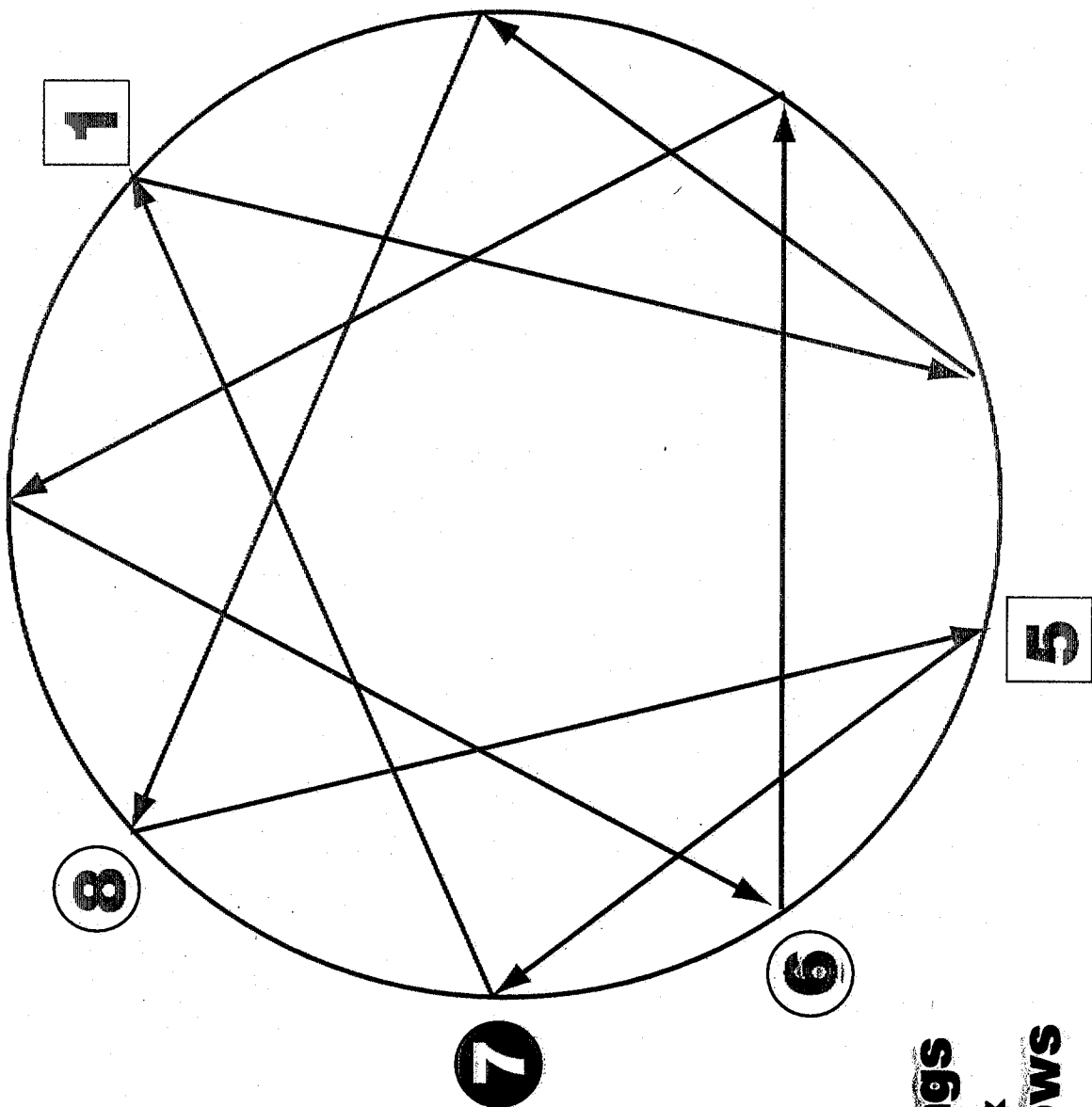
Fives might think they are Fours because both types are withdrawn and have vivid inner worlds. Fives withdraw behind strong personal boundaries and possess a highly mental inner world that is composed of collections of facts. The inner world of the Four is a sea of feelings, often making it difficult for Fours to hold their personal boundaries.

Fives might think they are Sixes because both types question and gather facts to feel secure. Fives withdraw to collect information, as they are confident that if they collect enough facts they will be safe from harm. Sixes will rise to confrontation in a questioning stance as they doubt that facts are enough to keep them safe or that their own ability to know which are the right facts will be enough.

Fives might think they are Sevens because both types possess active minds that collect facts and make creative connections. Fives retreat behind their own solid boundaries and slowly and patiently collect and categorize facts and information in solitude. Sevens move out among others to seek information that will increase their possibilities for positive options. Sevens avoid setting boundaries if they can, as boundaries are likely to become limits.

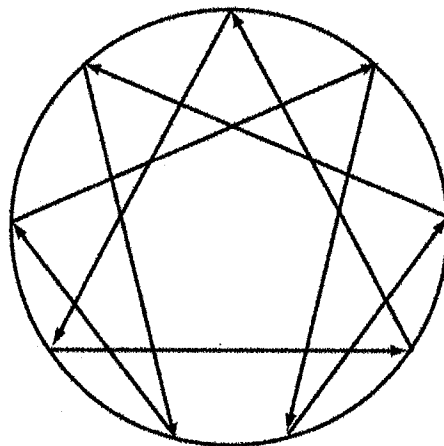
Fives might think they are Eights because both types have strong personal boundaries and value truth. Fives defend their personal boundaries with withdrawal and value truth because they are able to remain mentally objective under pressure. Eights are outwardly assertive, and instinctively know where the power is. Eights are prone to take immediate action either to take control and establish clear boundaries or to confront the issues and find the truth, or both.

Fives might think they are Nines because both types are withdrawn and want to examine all of the information at hand before making a decision. Fives need privacy and separation from others, as they withdraw physically and emotionally to refuel. They talk as little as possible and when they do, they use an economy of words. Fives have a need to collect facts and information before they feel safe enough to make a decision. Nines are receptive and present to others even when they are withdrawn and will talk at length if others listen. Nines need to ponder all of the various points of view, which at first seem equally valid to them, before they can arrive at their own opinion.



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Chapter 6

Point Seven

The Epicure

Do you like to keep your options open? Do you see lots of positive possibilities in every situation? Do you look at life as an adventure? Do you do whatever you can to stay away from painful situations? If you answered yes to any of these questions you may be a Seven.

Point Seven is the extroverted point of the Mental Triad. Sevens want to sample all of the best things in life. They are cheerful, happy people who want to keep spirits up and avoid sadness and pain. They will often reframe painful events in their lives in a positive way. They can be entertaining storytellers who keep people laughing.

Sevens are warm and friendly and usually much liked by others. They are charming but tend to avoid commitments and restrictions, as being available to be spontaneous is a priority. They possess active minds that jump from one possibility to another constantly. They are easily bored with any routine. Sevens are especially talented at creative problem solving.

Sevens seek environments and people who will reflect their positive view of themselves. They do whatever possible to avoid limiting themselves. Sevens can always find interesting things to do. If life is not adventurous, they just move on. Running away, physically if possible and mentally if necessary, is a Seven's natural coping mechanism.

Sevens are self oriented people who are always aware of their own agenda, which can change from moment to moment. Always looking to the future, Sevens can get lost in planning for all of the various possibilities they might encounter.

Under the charming façade of the Seven lies a serious thinker. Sevens are sensitive people who know fear and have learned to keep it at bay with laughter and positive thinking. When Sevens can remain calm and quiet within themselves and resist their urge to move on, they can be thoughtful, caring, steadfast and loyal friends. Naturally sensitive to the needs of others, Sevens often find themselves in helping situations, where the remuneration they receive is secondary to their satisfaction in having interesting work that really makes a difference to someone else.

Wings

The Wings for point Seven are points Six and Eight. A Seven with a Six wing is sensitive and helpful to others and will often show fear. A Seven with an Eight wing is extroverted, assertively friendly and capable of being a charismatic leader.

Stress point

The Stress point for point Seven is point One. Stressed Sevens can be irritable and picky about seemingly inconsequential details. When preparing for action, a Seven will take extra trouble to be sure the details are in order.

Security point

The Security point for point Seven is point Five. Contented Sevens become quiet and contemplative and highly value time alone. In extreme stress, a Seven can become withdrawn and aloof, living totally in the mind and imagination.

Mental state

Immature: Planning

Mature: Joy

Sevens can get lost in planning for the future and at the worst completely lose touch with their physical reality. When the planning is mixed with practical action, the active imagination of the Seven can lead to joy for themselves and for others. The joy of a Seven is irresistible and contagious.

Emotional state

Immature: Gluttony

Mature: Sobriety

Sevens want to sample everything, but prefer not to linger. Gluttony is the desire for yet more variety. There is always some new possibility to be experienced. Eventually, this becomes an impossible task, as commitments and priorities are part of a satisfying emotional life. As the Seven matures and accepts limits voluntarily, a sense of sobriety opens the heart and allows the Seven to focus and be responsive to the needs of others.

Instinctual Subtypes

Self Preservation: Family Minded/Like Defenders (Defenders of the Dream)

Self preservation Sevens are at odds with themselves. As Sevens they want to keep moving but to satisfy their Self preservation needs they need to establish priorities and stay with the work they have chosen. To keep their options open as much as possible, they prefer to work with people who support their need for freedom and variety and can help bring their creative ideas to fruition, leaving them free to move on to something new.

Social: Social Sacrifice

Social Sevens are tireless workers for good causes. Their strong sense of what could be in an ideal world compared with the reality of what exists can compel them to get in there and do something. Their ability to connect with and inspire others often propels them into leadership roles that they are ambivalent about accepting. When they do commit to leadership they can be very effective, as they are popular and influential with others.

One to one (Sexual): Fascination/Suggestible

One to one Sevens are extremely attractive, as they can easily become fascinated with the interests and enthusiasms of the person they are with, for a short while. The Seven mind of endless possibilities can pick up on the ideas of others and embroider and expand options in a very exciting way. The Seven has a hard time sustaining interest in these ideas, as he or she wants to move on to new ones, and this can leave the other person feeling deflated and abandoned. Balance, understanding and communication of their own deep needs is essential for a Seven of this subtype to maintain intimacy with another.

Strengths of Sevens

Sevens are always **fun to be with** because they are childlike and playful. They are **optimistic and upbeat**. They can always see the bright side in any situation. Sevens are **creative and inventive thinkers** who enthusiastically come up with new connections and ways of thinking. Sevens **love life and all of its possibilities**, as long as things stay on

the surface. Sevens are **good listeners** who can hear others' troubles and offer cogent advice if they know their time is limited.

Pitfalls for Sevens

Rationalization is the main defense mechanism of the Seven. They can skillfully "reframe" any situation from a negative into a positive. This can cause **them to lose touch with the reality of pain and deep emotions, which will eventually destroy their ability to have meaningful relationships with others.** Sevens can feel **overload from sampling the variety of life.** Sevens often **repeat mistakes to avoid pain,** which brings more pain. Sevens can **feel trapped by commitments, constraints or limits,** and feel an overwhelming urge to run away.

Self Awareness for Sevens

Be aware of the temptation to live in the future. **Focus on the present moment.** Learn to **reference to others** and be aware of your own **internal conflict that is caused by the pull of your own agenda.** **Make and fulfill commitments.** **Stay with painful and uncomfortable emotions.** Realize it is **limiting to seek only the positive.** Remember that **rationalization** prevents you from feeling your own emotions, so that your agenda is not based on how you really feel but rather on your drive to avoid pain and limits.

Getting along with Sevens

Keep your conversation and your attitude **light and happy.** **Avoid** making emotional or long term **demands** on them as much as possible. Be careful when making plans with a Seven to **leave plenty of room for their options to stay open.**

Identifying Sevens

Sevens may initially feel more connected to the emotional triad, as they thrive on relating to other people. An awareness of their hyperactive mental energy can help them determine their correct type. Sevens want above all else to keep their options open and avoid limits.

Sevens might think they are Ones because both types have high standards and value independence. Ones are serious people who spur themselves on to be ever better and more responsible people. Sevens are fun loving people who value spontaneity and avoid the limitations of responsibility.

Sevens might think they are Twos because both types are outgoing, ingratiating, charming and even seductive to others. Sevens are preoccupied with the world of their

own minds and will always remain self referencing. Twos are preoccupied with the world of others and can easily lose their sense of self.

Sevens might think they are Threes because both types are optimistic multi-taskers who regularly reframe negatives into positives. Sevens pursue activities that please them and keep their options open. Threes pursue success and closure of goals that promise tangible rewards.

Sevens might think they are Fours because both types are creative, self referencing and connect well with others. Sevens are extroverted and upbeat, and will go to great lengths to avoid sadness and painful feelings. Fours are introverted and often enjoy a state of sweet melancholy.

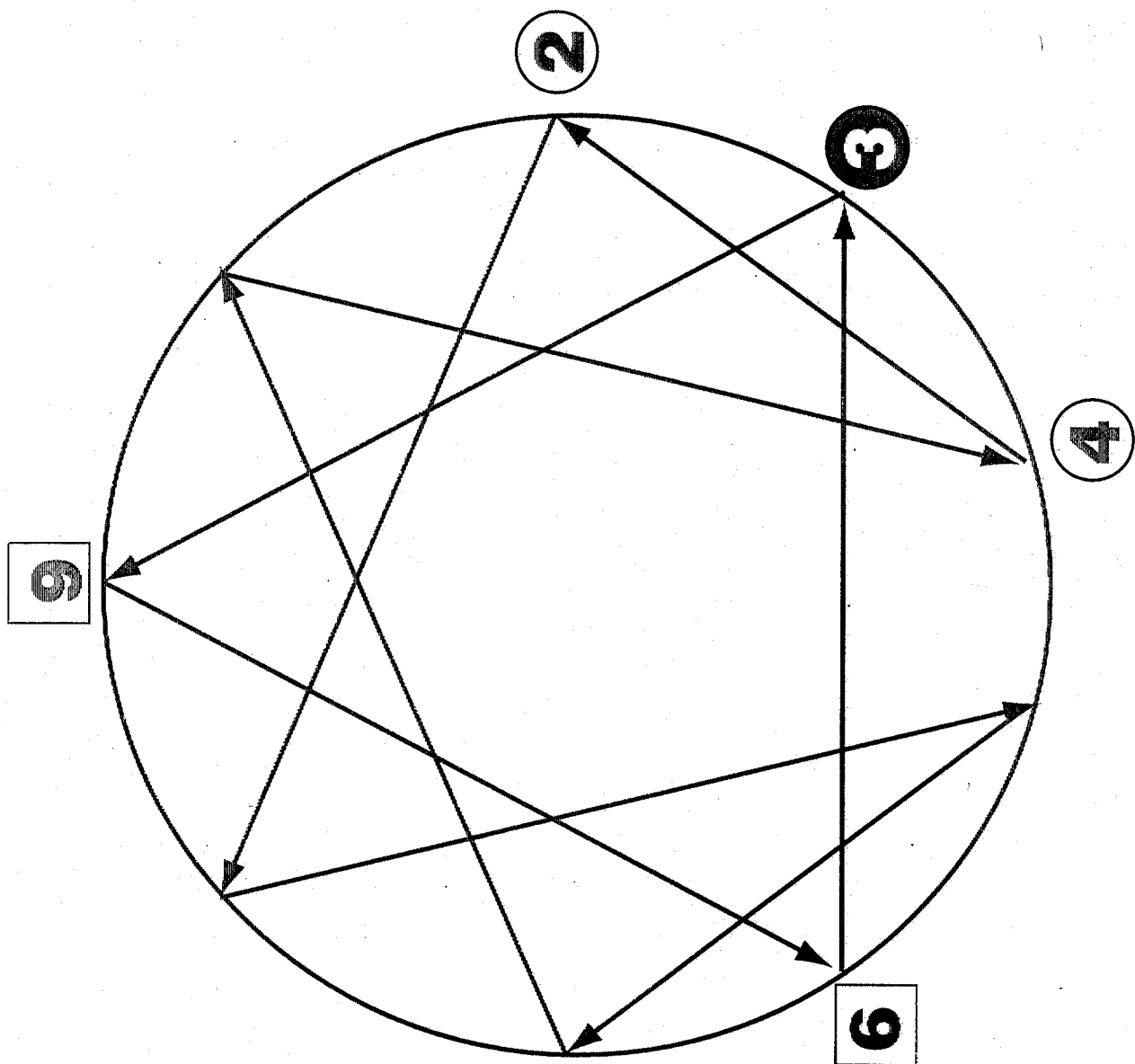
Sevens might think they are Fives because both types possess active minds that collect facts and make creative connections. Sevens move out among others to seek information that will increase their possibilities for positive options. Sevens avoid setting boundaries if they can, as boundaries are likely to become limits. Fives retreat behind their own solid boundaries and slowly and patiently collect and categorize facts and information in solitude.

Sevens might think they are Sixes because both types have active minds and are highly imaginative. Sevens are optimistic and upbeat in even the bleakest of situations and avoid limits of any kind if they possibly can. Sixes look for what is wrong or dangerous in a situation and seek limits to feel safe.

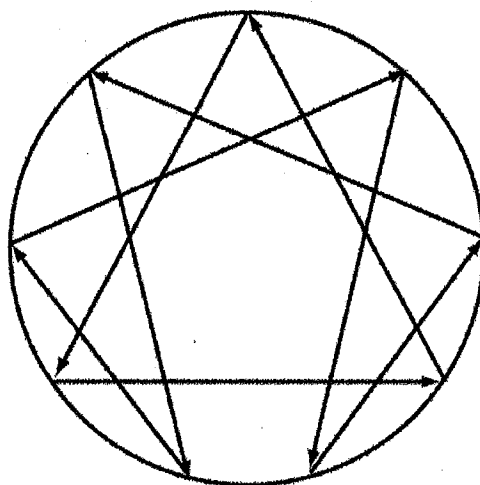
Sevens might think they are Eights because both types are outgoing, upbeat and make their own rules. Sevens avoid conflict and responsibility as they want to escape discomfort and limitations. Eights confront conflict and assume responsibility readily so as to assure the location of power and control.

Sevens can look like Nines because both types adapt well to others and want to avoid conflict. Sevens are extroverted and lively and are often the center of attention, while Nines prefer to stay in the background and react to others.

Sevens might think they are Nines because both types avoid conflict and want to please others. Sevens are outgoing extroverts who actively connect with people while staying with their own agenda. Nines are quiet people who merge with others naturally and easily lose sight of their own agenda.



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Chapter 7

Point Three

The Performer

Are you proud of your ability to succeed at almost anything you do? Do you regularly juggle many tasks at one time? Do you find yourself creating tasks for your leisure time? Do you find that you are easily able to postpone feelings so as to get the job at hand done? If you have answered yes to any of these questions, you may be a Three.

Point Three is the core point of the Emotional triad. As is typical of each of the core points, point Three suppresses the quality of its triad. Threes are not usually aware of their own emotions and can be annoyed if the emotions of others interfere with work.

Emotional connections or a deep involvement in other people's lives are difficult for Threes. Threes are dominated by their need to stay focused on the task or tasks at hand. Threes commonly have many tasks or projects going at once and move quickly from one to another, leaving no time for feelings.

Threes have a need to be recognized for their accomplishments. They identify with their roles or jobs and have a hard time understanding people who have other values. Threes are sometimes called human doings rather than human beings.

Threes are seen by others as competitive people who want and even need to win. But Threes themselves will point out that they are competing against themselves, not others. Failure is the Three's worst fear. Most Threes will recast a failure as a partial success or a learning experience. Efficiency is valued above all else.

Image and presentation are often associated with point Three. Threes believe that appearance is often more important than content and will adjust their image quickly to adapt to a changing situation. "Just do it," is a Three expression.

Threes are often in leadership roles, though many Threes report that they see themselves as facilitators rather than leaders. If they perceive a need to intervene when another is the leader, they can usually find a way to do so tactfully without disrupting the harmony and efficiency of the team.

Wings

The Wings of point Three are points Two and Four. Threes with a Two wing will be more relationship oriented than Threes with a Four wing, who will be more withdrawn.

Stress point

The Stress point of point Three is point Nine. Threes in stress will often collapse totally and be able to do nothing. As a place to gather strength for action, point Nine gives a Three a place to be quiet, observe others and become aware of the agendas of others before taking action.

Security point

The Security point of point Three is point Six. Threes in security will be loyal to friends and situations that have nothing to do with success. A Three in extreme stress will have a hard time trusting others. To get to point Six a Three must move through fear. The Three's drive to avoid feelings has to confront the fear, a difficult feeling to avoid. Nevertheless, most Threes are not aware of feeling fear.

Mental state

Immature: Vanity

Mature: Hope

Threes have very active minds, capable of juggling many projects and ideas at once. They quickly lose interest in projects that offer little in the way of external rewards and are easily capable of leaving tasks unfinished if those rewards are no longer forthcoming. Threes can be vain and even conceited about their abilities, as they diligently prove their worth with concrete examples of their success. At their best, Threes are optimists who often bring their own and others' hopes to fruition.

Emotional state

Immature: Deceit

Mature: Honesty

Threes can have a hard time understanding how deceit works for them, as they pride themselves on being straightforward and honest in the interests of efficiency and getting the job done. The deceit that is the problem for the Three is self deceit much more than deceit of others. The adaptability that is so useful in getting the job done can also be the expedient and rationalized ducking of responsibility when concrete rewards are no longer there. As with all of the Enneagram points, the strength and weakness of the Three are really two sides of the same quality. True honesty is difficult for Threes, as to be honest with themselves they need to know how they feel. When Threes finally come to honestly face their own feelings, they are often overwhelmed with a deep sadness. Paradoxically, this sadness lights the path to happiness and fulfillment. Once they have found their path, Threes can be the most radiantly honest and feeling of all.

Instinctual Subtypes

Self Preservation: Material Security

Self preservation Threes are typically preoccupied with financial rewards. Acquiring money and items that insure physical security are predominant with this subtype. Outward symbols, such as large and beautifully appointed houses and expensive cars that show others the evidence of their success are usually important to Threes of this subtype.

Social: Prestige/Recognition

Social Threes are extroverted people who will gravitate toward accomplishing tasks with groups in their leisure time as well as at work. They will work very hard for visible rewards such as medals, trophies and Citizen of the Year awards. Outward material symbols valued by all Threes are least important to this subtype. They much prefer awards and recognition to fancy cars and houses and are often teachers or leaders of non-profit organizations.

One to one (Sexual): Supporting Masculine/Feminine image

One to one Threes are the most image oriented of this type. They are usually very clothes and appearance conscious, and will adapt this image to the group they are in, sometimes changing outfits many times in one day. Outward material symbols are as important to this subtype as to the Self preservation subtype, but with a slightly different emphasis. One to one Threes must always look good, even if they don't have the money to support the appearance.

Strengths of Threes

Success is synonymous with Threes. They are excellent team players and want to win. In fact Threes rarely admit a loss. They will usually describe setbacks as partial wins or learning experiences. **Achievement** is also a Three word. Challenges are food for Threes, who are driven to have concrete examples of their ability to accomplish. **Competence** also personifies Threes. When they agree to take on responsibility they will succeed. If they don't know what they are doing they will usually dodge responsibility. Threes always exhibit **enthusiasm**. They make great cheerleaders, as they can become enthusiastic about almost anything as long as it has a measurable goal. **Inspiration** to others is another Three strength. If the goal is clear and the rewards are sufficient, Threes are quite comfortable striking out for new territory. **Peace** is important to Threes, as conflict can get in the way of getting the job done.

Pitfalls for Threes

Identification is the main defense mechanism for Threes. By identifying with some one or some situation they adapt to or model themselves after they lose sight of their own internal being. This leads to alienation from others, which will cause the inevitable failure of relationships. **Criticism** can easily provoke a Three's defenses. They are proud of their achievements and don't like to be reminded that they haven't succeeded completely. **Failure** is a bitter pill for Threes. They will usually do their best to avoid it or will call it by another name. **Feelings** are something Threes postpone or avoid if they can, as they interfere with efficiency and getting the job done. When Threes do allow themselves to feel they can be quickly overwhelmed by the strong sense of sadness that is common to all of the feeling points.

Self awareness for Threes

Slow down and listen to your body. Consciously move more slowly to give yourself time to observe your actions and their underlying motivations. Notice your desire to ignore physical limitations. **Stay with your feelings of frustration** when your goal is unclear or blocked. Beware of the temptation to shift to other tasks and goals. When **failure looms**, resist your impulse to recast it as a partial success or a learning experience and use your developing awareness of feelings to identify and **pursue your hopes**. **Cultivate inner honesty** to help sharpen your awareness of vanity and self-deceit. **Welcome feelings** in general and choose to **cultivate empathy and attachment** to others. Be careful when you **identify with another** that you **don't lose sight of yourself**.

Getting along with Threes

Compliments and praise make Threes happy. **Criticism** will raise their defenses very quickly. Image is important to Threes, so if criticism is necessary, call it a suggestion for improvement and avoid any reference to failure. **Efficiency** is a major virtue in the eyes

of a Three. Get to the point and get out of their way. Incompetence, indecision or inefficiency, whether real or perceived, on the part of others can cause Threes to become impatient and irritable. For success in relating to Threes, **help them accomplish the task at hand** in a pleasant and efficient manner. **Stay, and be gentle and kind** with a Three who has gotten in touch with their feelings. Threes' biggest fear is that no one will love them if they are not successful. A Three who "just is" often feels at first that he or she doesn't deserve to exist.

Identifying Threes

Many Threes will have a hard time seeing themselves as part of the Emotional triad because they will not relate to feelings. Threes are strongly attracted to success and winning and avoid failure if they possibly can.

Threes might think they are Ones because both types are efficient and effective workers who keep their feelings out of the way. Threes suppress feelings because they interfere with a speedy and direct course to their goal. Threes often gloss over details in their rush to completion. Ones stay away from feelings because they interfere with their ability to measure up to their standards of perfection, and Ones can get lost in the details in their search for perfection.

Threes might think they are Twos because both types are adaptable, ambitious and work well with others to achieve mutual goals. Threes are primarily focused on the task or the goal. Twos are focused on being in relationship with others and helping them reach their goals.

Threes might think they are Fours because both types are image conscious, creative and competitive. Threes are motivated to proceed with the project at hand regardless of feelings. Fours will often be stalled in their progress to a goal because they get lost in feelings.

Threes might think they are Fives because both types avoid feelings and focus on tasks. Threes stay with tasks to gain approval from others and will abandon a task that offers no tangible reward. Fives will stay on task as long as they are interested whether or not there is material gain involved.

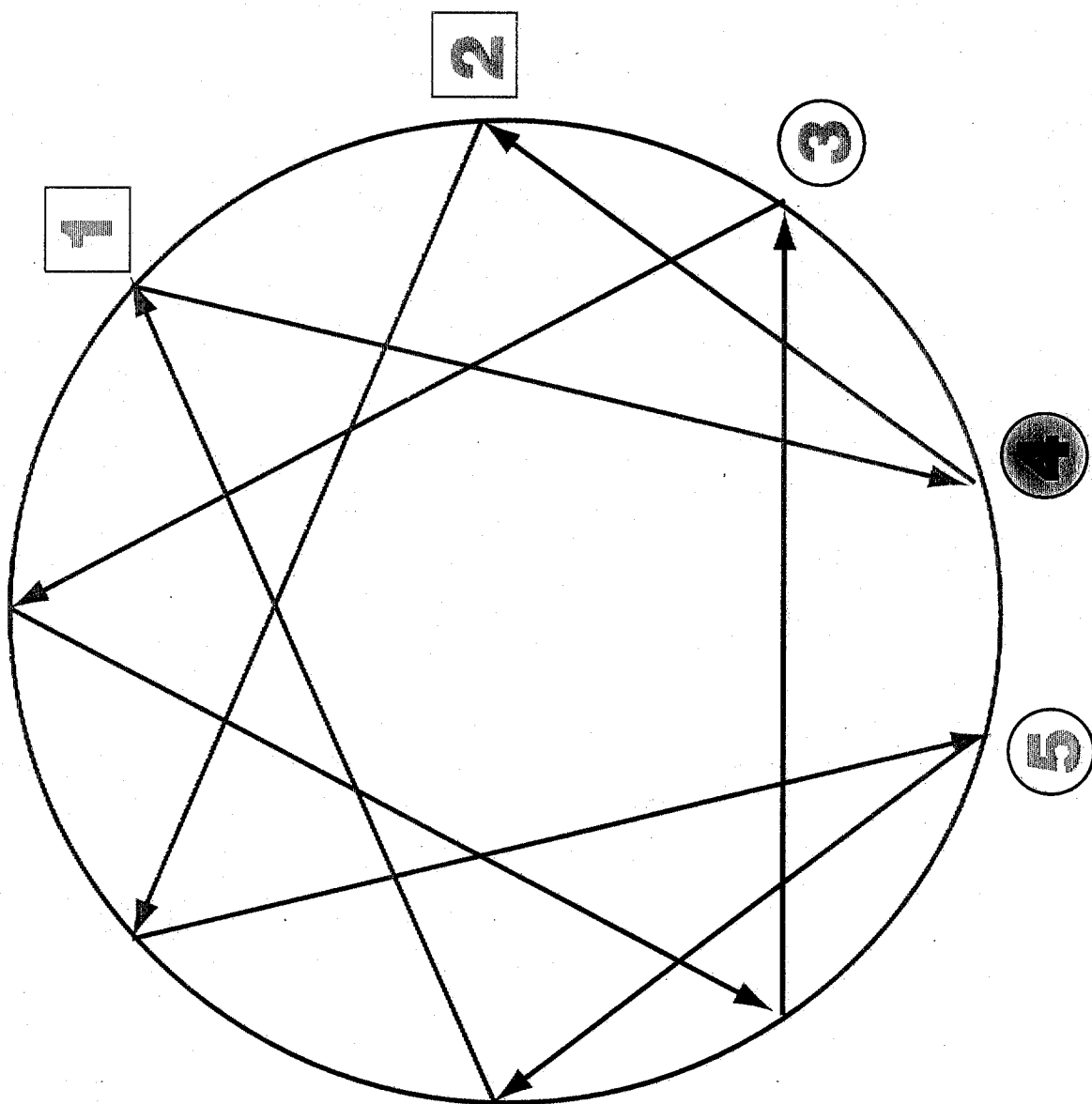
Threes might think they are Sixes because both types are excellent team players who adapt well to others. Threes value the team as a means to a goal and they thrive on the possibility of compliments and awards. Sixes view teams as groups that give them safety in anonymity and they are uncomfortable at being singled out for praise or recognition.

Threes might think they are Sevens because both types are optimistic multi-taskers who regularly reframe negatives into positives. Threes pursue success and closure of goals

that promise tangible rewards. Sevens pursue activities that please them and keep their options open.

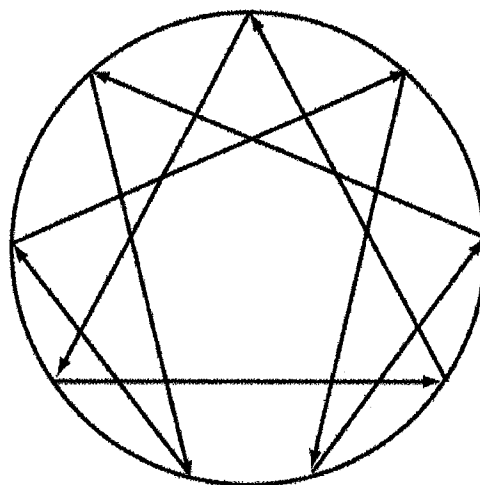
Threes might think they are Eights because both types are ambitious goal oriented leaders who readily take charge. Threes are interested in success and winning and will alter themselves and readjust rather than move into confrontation. Eights are primarily interested in power and control and will become confrontational if goals are blocked.

Threes might think they are Nines because both types want to be liked by others and will adjust themselves to please. Threes are fixed firmly on their own goals and may alter their appearance and behavior to please others but their motivation will remain clearly on their own agenda. Nines can get lost in others' agendas and at least temporarily lose sight of their own goals.



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Chapter 8

Point Four

The Romantic

Are authenticity and genuineness important to you? Do you struggle with a deep longing and envy for what others seem to have and you don't? Do you have a strong feeling of being unique and special? Are you intensely aware of your own deep and constantly changing emotions? If you have answered yes to any of these questions, you may be a Four.

Point Four is the introverted point of the Emotional triad. Fours are preoccupied with their own inner world, which is dominated by constantly fluctuating feelings. Longing for some perfect feeling or place they sense they once knew and have lost, they are drawn to linger in feelings of sweet melancholy.

Fours are sensitive and appealing people who are able to connect well with others, especially those who are suffering. They value authenticity in everything, and can be with others in their pain in a unique and wonderful way.

Each Four has his or her own sense of being somehow special, different from everyone else. They have a horror of being ordinary. They tend to approach life in a "I want what I don't have and don't want what I do have" sort of way, often rejecting what is possible as not being quite "special" enough.

Wings

The Wings of point Four and points Three and Five. A Four with a Three wing will appear outgoing and assertive and will be very image oriented. A Four with a Five wing will be introverted and preoccupied with his or her internal world.

Stress point

The Stress point for point Four is point Two. A stressed Four will try hard to be helpful to others. As a place from which to act, point Two will help the Four to be aware of the needs and reactions of others.

Security point

The Security point for point Four is point One. A secure Four will work hard to put his or her idealized sense of beauty into a form that can be valued by others. A very stressed Four will become mired in an endless search for impossible perfection.

Mental state

Immature: Melancholy

Mature: Origin/Idealism

Fours recognize the black mood of depression, as they are prone to linger in a state of sweet regret. They are drawn by a sense of authentic beauty that they sense might exist, if they could just find it. Fours feel that they once were there but it has been lost. So the life of a Four can be an eternal search for the beautiful state they remember. This drive can be a spur to great art, as Fours do possess a sense of beauty that is indeed special. Their harmonic connection to point Seven in the relational triangle gives them ready access to an ever-changing array of new possibilities and ideas to aid them in their search.

Emotional state

Immature: Envy

Mature: Equanimity/Balance

Fours are capable of casting themselves as the victim who deserves the best but isn't getting it, as the Four characteristics of envy, melancholy and longing combine to soothe them into the seductive position of blaming their plight on circumstances beyond their control. Managing their fluid emotions is their big unique challenge. A sense of balance is essential for this task. Fours have described learning to ignore their emotions when they take action, which can help them arrive at a satisfying state of equanimity and balance.

Instinctual Subtypes

Self Preservation: Reckless/Dauntless

Self Preservation Fours can be self destructive in their avoidance of constructive action. Fours of this subtype can look like Eights or counter-phobic Sixes in their sense of adventure and search for thrills. Often appearing active and outgoing, they pursue life with intensity and excess. They themselves know that they are really introverted and only really alive in their own internal world. The challenge for these Fours is to face the reality of their responsibility for their own physical survival.

Social: Shame

Social Fours are dogged by a sense of not being good enough. As with all Social subtypes, they are committed to supporting a level playing field for all in the group. Their keen sensitivity to feelings puts them in the unique position of facilitating emotional connections within the groups they belong to. Their challenge is to act on this ability and resist the Four tendency to retreat into dreams of what might be. The pull of this subtype to be part of a group is contrary to the internal pull of the point, so Social Fours are often in internal conflict and social discomfort.

One to one (Sexual): Competition

One to one Fours are the most congruent of the three subtypes. The intensity and idealism of the Four fits naturally with this subtype's need to focus on one person at a time. These Fours are magnetic and attractive people who draw others to them with their potential for deep emotional empathy. Fours of this subtype possess a quality that fits most closely with the feminine ideal of open and active emotional receptivity. Because of this unique Four characteristic, they rarely fail to attract the object of their attention and they usually exude sexual confidence. As with all Fours, however, they are subject to depression, melancholy and longing for whatever is missing, so they may not be happy with the reality of their conquests.

Strengths of Fours

Fours possess great capacity for **creativity and originality** if they can exert themselves to do the work it takes to express it. They are passionate and intense and can stay **strongly committed** to a situation that is not satisfying to them because it prolongs their feelings of longing and regret. **Authenticity** is extremely important to Fours, though they may avoid facing the truth in order to perpetuate their sense of longing.

Fours have a gift for **empathy** with others, if they choose to exercise it. Since Fours are self referencing, they might or might not choose to do so, depending on their mood at the moment. Their ability to empathize and their passionate **capacity for emotional depth**

makes them unparalleled counselors and spiritual companions, as long as they don't get pulled into depression themselves.

Pitfalls for Fours

Introjection is the main defense mechanism for Fours. Their internalized sense of a lost beauty they are sure they once had keeps them from participating in the present. When they don't participate in the present they reinforce **loneliness and alienation from others** which intensifies their longing. Fours can become easily and deeply **depressed** when their feelings overwhelm them. They have a hard time staying with **ordinary non-intense experiences**. They can express the emotions of anger and despair equally easily and are capable of **fiery outbursts** or intensely felt **tears and depression**. **Envy** can be a big problem for Fours. The combination of their tendency to feel **victimized** with their natural sense of **entitlement** leaves them feeling perpetually wanting what they don't have and perceive that others do. They fool themselves into **dissatisfaction** with what they have by believing that if they obtain a special love in the present they will be whole and complete. Feeling disappointed or **abandoned** by others is a big issue for Fours. They often feel **slighted or misunderstood** by others and will want to linger in these feelings much longer than others can comfortably tolerate.

Self Awareness for Fours

Focus on the positive in the present. Recognize that **feelings are not the only reality**. **Appreciate the ordinary**. Be **consistent in action** despite fluctuating and intense feelings. Beware of your attraction to **introjection**. The resulting **melancholy and longing** only leads to greater unhappiness.

Getting along with Fours

Be as **honest and authentic** as you can be. Fours dislike and will usually reject phoniness and insincerity in others. Be aware of the **Four's hypersensitivity to feelings** and tread carefully. **Praise and reassure** them of their objective worth to others. **Listen to their woes** for a while but then gently let them know that you have had enough. **Explain** your reasons for leaving. **Admire** their work or their appearance.

Identifying Fours

Fours value intense feelings and try to avoid the dull and ordinary parts of life.

Fours might think they are Ones because both types are driven by a sense of possible perfection. Fours possess a sense of longing for a perfect beauty that is ever changing with their changing feelings. Ones work hard to measure up to an objective and unchanging set of standards set by their internal critic.

Fours might think they are Twos because both types are sensitive, image conscious and highly tuned to feelings. Fours are internally focused on and sometimes even overwhelmed by their own feelings. Twos are tuned into the feelings of others, and have a hard time knowing their own feelings because the drive to look outside themselves is so strong.

Fours might think they are Threes because both are image conscious, creative and competitive. Fours will often be stalled in their progress to a goal because they get lost in feelings. Threes are motivated to proceed with the project at hand regardless of feelings.

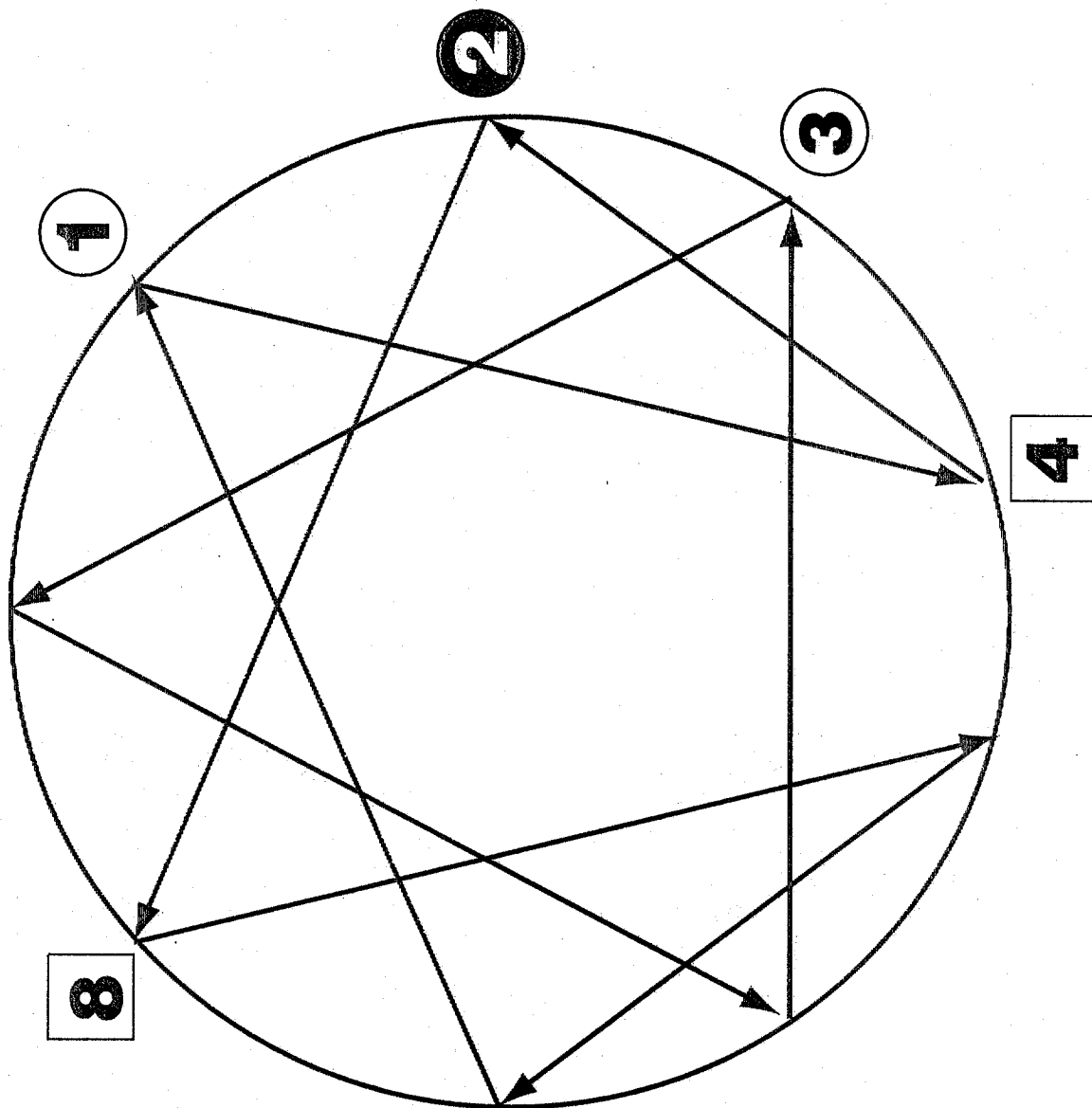
Fours might think they are Fives because both types are withdrawn and have vivid inner worlds. The inner world of the Four is a sea of feelings, often making it difficult for Fours to hold their personal boundaries. Fives withdraw behind strong personal boundaries and possess a highly mental inner world that is composed of collections of facts.

Fours might think they are Sixes because both types can easily feel victimized and combative. Fours readily fall into feelings of self pity and despair. Sixes want to avoid their own feelings and focus on what can go wrong on the outside.

Fours might think they are Sevens because both types are creative, self referencing and connect well with others. Fours are introverted and often enjoy a state of sweet melancholy. Sevens are extroverted and upbeat, and will go to great lengths to avoid sadness and painful feelings.

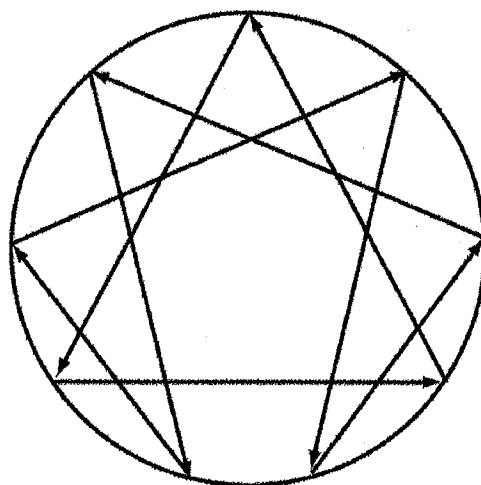
Fours might think they are Eights because both types are intense and individualistic. Fours can lose sight of their goals when they become overwhelmed with feelings. Eights can lose touch with feelings entirely when they are focused on getting what they want.

Fours might think they are Nines because both types are withdrawn and can get lost in the feelings of others. Fours live for intensity and a feeling of vitality and will easily move into conflict when they feel buffeted by the world around them. Nines naturally merge with others without committing themselves, as they want to avoid conflict.



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Chapter 9

Point Two

The Giver

Are you proud of your ability to accurately anticipate and fill the needs of others? Do you have a natural tendency to put others' needs before your own? Do you find that you change your behavior to accommodate the person you are with? Do you have difficulty receiving gifts and recognition? If you have answered yes to any of these questions, you may be a Two.

Point Two is the extroverted point of the Emotional triad. Twos reach out to others in a very natural way. They possess an intuitive ability to know what a given individual wants, often better than that person knows themselves. Twos take great pride in their importance to the people they care about. Relationships are everything to a Two.

The underlying motivation of the Two is to have his or her own needs met in return, though Twos often have to struggle to be aware of their own needs. There is a sadness and anxiety about personal worth behind the Two's giving. Twos talk about their inner world as "Nobody is home in there" or being in the "lost and found."

Twos radiate high energy, though they can contain it easily when they are matching the quieter energy of someone with whom they are connecting. Gaining the approval of those they have chosen as important is paramount with Twos. Twos crave recognition from selected individuals rather than from the crowd. Twos connect and merge with others one individual at a time and are often confused when they are required to relate to many people who are important to them at the same time. Rejection is devastating for a Two and is something they will do everything they can to avoid.

Twos can become openly angry they realize that their needs aren't being met, as if it "isn't fair." They internalize that they meet others' needs, so why don't others meet their needs? But that can be difficult because Twos don't identify their needs for themselves very easily, much less to others. They also have a very hard time accepting gifts, rewards and praise that is directed at them. They are much more comfortable when the attention is on someone else. Identifying which of the many selves they have developed are to please others and which is the "real me" can be frustrating and difficult for Twos.

Wings

The Wings of point Two are points One and Three. A Two with a One wing will often be rather quiet and reserved. A Two with a Three wing will be more image oriented and outgoing.

Stress point

The Stress point for point Two is point Eight. A stressed Two can be hysterically angry and out of control. When girding for action, point Eight gives Twos great power and authority over others.

Security point

The Security point for point Two is point Four. A secure Two will be sensitive, artistic and in tune with their inner wants and desires. An extremely stressed Two is a classic martyr.

Mental state

Immature: Flattery

Mature: Will/Freedom

Flattery is an important tool for the Two, as Twos are gifted at knowing just the right thing to say to "hook" the person they wish to please. This flattery can sometimes be suffocating to the object of the Two's attention, as they may grow to feel the Two is living life vicariously through them. Twos can always find someone with whom they can successfully connect and serve if they wish to. As the Two becomes aware of his or her deep need for self determination and freedom, intense anger can arise from feeling unappreciated and wanting personal needs met. As the Two matures and is able to know his or her own will, the Two's natural ability to empathize with others helps open many doors to the personal freedom that all Twos crave.

Emotional state

Immature: Pride

Mature: Humility

Twos are capable of being the champions of the world of the heart. Most Twos know this, and their supreme confidence in their ability to please the significant people in their lives fills them with pride. At some point though, it becomes sadly clear to them that they aren't pleasing themselves. As Twos realize that their talent for blending with people is sometimes useful and sometimes harmful, a sense of humility in common humanness with others develops. Mature and humble Twos can use the Two talent of empathy to know themselves and actively choose when and how to live for others. A person such as this is invariably loved by many and will receive many blessings, which they will be able to graciously receive.

Instinctual Subtypes

Self Preservation: Me First/Privilege

Self Preservation Twos have an inner sense of nobility. They know that they deserve the best and take it for granted that it is theirs for the taking. The Two's need to merge with others conflicts with the personal safety and security needs of this subtype and can create a sense of constant tension and anxiety, as if they are not doing enough.

Social: Ambition

Social Twos are always well connected, as they highly value a good image and social standing. Natural networkers, they are most comfortable assisting a group when someone else is the leader, helping the group to function at all levels. When they find themselves in the leadership position, they often find it exhausting, as the constant readjustment required to stay in touch with how each individual in the group is reacting takes its toll. As with all Social subtypes, they work hard to maintain a level playing field for all within a group.

One to one (Sexual): Seduction/Aggression

One to one Twos are usually confident they can "hook" anyone. The natural ability of all Twos to empathize with others combined with the intense personal focus shared by all One to one subtypes can give these Twos a very real power over others. These Twos often enjoy taking on the challenge of succeeding in a relationship with a powerful person that others find difficult.

Strengths of Twos

Twos get great satisfaction from being **generous and giving** to others as long as they are getting positive feedback that their efforts are appreciated. They are **hypersensitive to**

the feelings of others and usually know just the right things to do to make others happy. Twos are **helpful** and enjoy making themselves indispensable to others. They can be very outgoing people who seem to have **no thoughts for their own limitations**.

Pitfalls for Twos

Repression is the main defense mechanism for Twos. Twos are naturally attracted to filling the needs of others and repressing their **own needs**. This results in their eventual **alienation from others** when they become angry that their own needs are not being met. They must constantly struggle to stay in touch with themselves, as the **pull outward to others** is very natural and strong. Twos can be caught off guard with anger and exhaustion when **they feel indispensable to too many people** or have **invested themselves too much** in another's emotions. Twos have a strong sense of **entitlement** that can quickly reverse itself into a **feeling of being unappreciated and uncared for**. They can set themselves up for **rejection**, as many people perceive the Two talent for focusing on others as **manipulative and controlling**.

Self awareness for Twos

Pay attention to your **own needs and wants**. **Let others help you**. Focus on remaining **separate from others** so as to cultivate your own independence and autonomy. **Practice humility** when you feel a surge of pride. Watch out for that seductive urge to **repress** your own needs.

Getting along with Twos

Small **concrete gestures of appreciation** will remind Twos of their value to you and help them feel appreciated. Remember that **image** is as important to Twos as it is to Threes, though for different reasons. **Don't reveal too much** about the Two in front of others. **Thank Twos regularly** for their help, even if they act as if they don't hear you. **Encourage Twos to vent anger and frustration** and they will begin to feel valued for themselves and not just for their ability to fill your needs.

Identifying Twos

Twos struggle with their need to make themselves indispensable to others. They also are inclined to avoid asking for help with their own needs.

Twos might think they are Ones because both types put great effort into being friendly and helpful to others. Twos act from a desire to connect with and please the other person. Ones act out of a sense of responsibility.

Twos might think they are Threes because both types are adaptable, ambitious and work well with others to achieve mutual goals. Twos are focused on being in relationship with others and helping them reach their goals. Threes are primarily focused on the task or the goal.

Twos might think they are Fours because both types are sensitive, image conscious and highly tuned to feelings. Twos are tuned into the feelings of others, and have a hard time knowing their own feelings because the drive to look outside themselves is so strong. Fours are internally focused on and sometimes even overwhelmed by their own feelings.

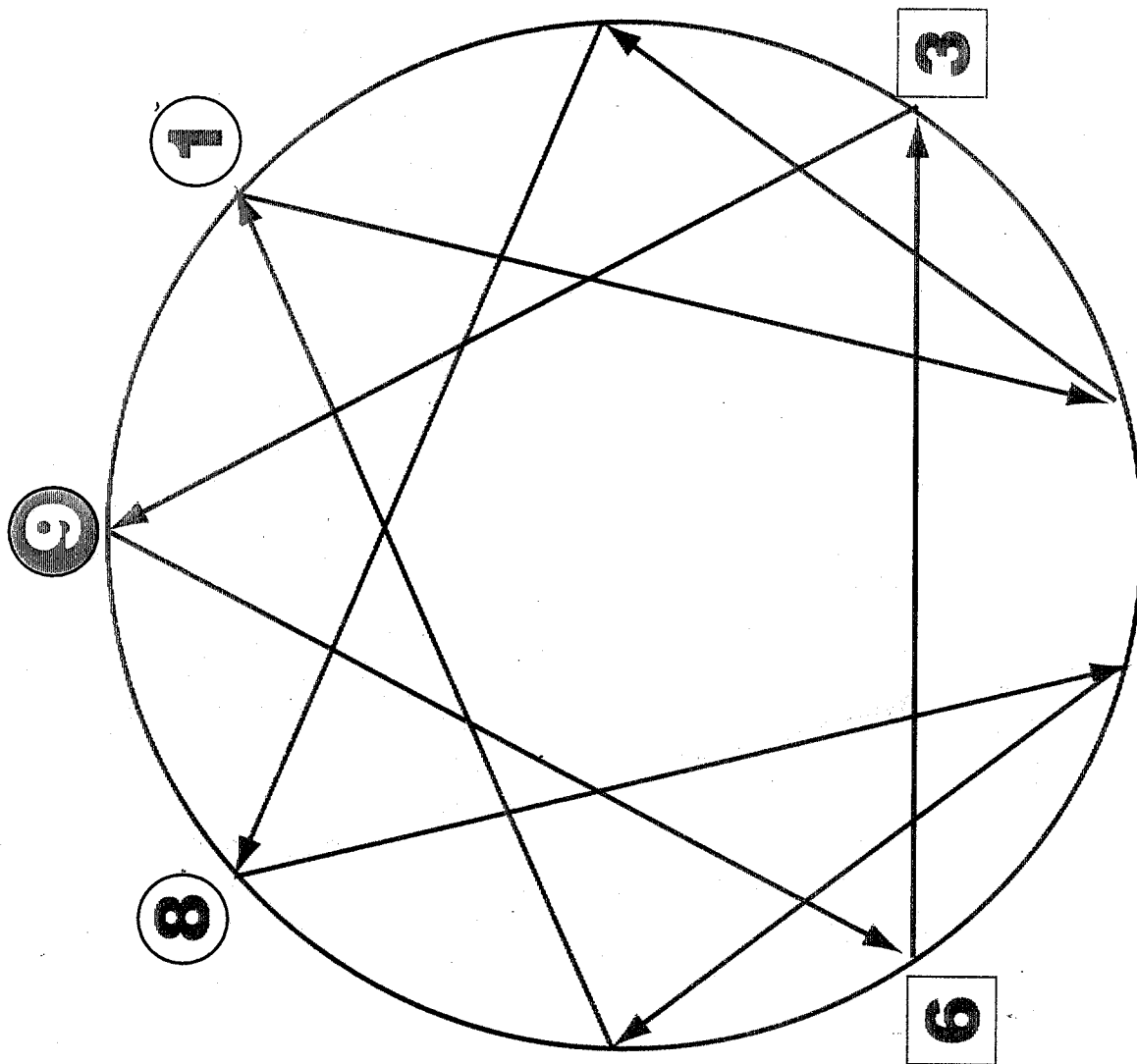
Twos might think they are Fives because both types are sensitive and out of touch with their own feelings. Twos have a natural tendency to stay with others indefinitely and avoid their own feelings. Fives will pull away from others regularly to spend time alone and feel their feelings.

Twos might think they are Sixes because both types are warm and sensitive to the needs and feelings of others. Twos are driven to connect with others by a need for validation of their self worth and will continue filling the needs of the relationship to the point of exhaustion. Sixes are driven to connect with others by a need for safety and security and will pull back from relationships now and then to give themselves room for doubt and questioning.

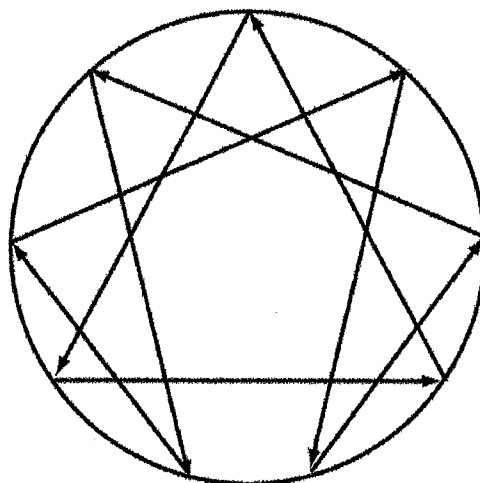
Twos might think they are Sevens because both types are outgoing, ingratiating, charming and even seductive to others. Twos are preoccupied with the world of others and can easily lose their sense of self. Sevens are preoccupied with the world of their own minds and will always remain self referencing.

Twos might think they are Eights because both types are generous, protective of others, alert to power and prone to fiery impulsive outbursts of anger. Twos are manipulative and alter themselves to get what they want from others. Eights are direct and can easily be intimidating in their desire to get what they want from others.

Twos might think they are Nines because both types merge easily with others and take on others' agendas. Twos merge with others actively, seeking to give support and please another so that their needs, of which they are often unaware, will be filled by the other. Nines merge with others passively in a receptive manner, knowing even while they are helping to further the agenda of another that they are reserving the right to have a separate agenda of their own.



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Chapter 10

Point Nine

The Mediator

Do you easily see the merit in everyone's point of view? Do you consider yourself stubborn? Do you often say yes when you really mean maybe? Is structure and a cooperative peaceful environment important to you? If you have answered yes to any of these questions you may be a Nine.

Point Nine is the core point of the Instinctual triad. The motivating energy of this triad is anger. As is typical of the core points, Nines suppress their anger and are often not aware of feeling it. Nines are usually easygoing people who like and are liked by almost everybody. They can be very competent leaders but do not often seek leadership roles. Their leadership style is usually one of consensus building, using the ideas of others rather than their own vision.

Nines readily see all points of view, which makes them natural mediators. Making decisions can be hard for them because they have difficulty choosing one point of view over others. They need time and space to choose a position, as well as a deadline or some pressure to keep them on track. Since Nines want to avoid conflict above all, avoiding a decision entirely often seems to be the safest path. Nines' natural ambivalence allows them to both agree and yet not fully commit to any one point of view. When Nines say yes it probably means they are still considering their options.

Nines are said to have fallen asleep to themselves. They want to stay connected to others, so they readily fall in with whatever is going on, even though it may not be their own choice. They know that they have an opinion, however, they just have a hard time

remembering it when they are around others. If they begin to feel that their opinions are not being honored, the anger that has fallen asleep shows up in a passive aggressive way.

The quiet demeanor of the Nine can be deceptive. At the top of the Enneagram, Nines are the most physically powerful of all Enneagram types. They are actually very interested in power and control, but tend to exert control passively by slowing down or not responding. On the rare occasions that Nines lose their tempers, the explosion is often volcanic, rocking everyone in the vicinity.

Wings

The wings for point Nine are point Eight and point One. A Nine with an Eight wing is the more outgoing of the two and is more inclined to take leadership positions and risk going into conflict. These Nines are excellent consensus builders who can help others move to a mutually acceptable decision. A Nine with a One wing is more reserved and detail oriented than the Nine with an Eight wing. These Nines are excellent as assistants to others but can have trouble in leadership roles because their desire to reach perfection before reaching closure combined with the Nine need to avoid conflict can bring things to a standstill.

Stress point

The stress point for point Nine is point Six. Nines in stress can become tightly withholding and frightened. Their major instinct is to avoid movement. When preparing for action, the point Six stress point helps the Nine to troubleshoot the possibilities of a planned action before going into it.

Security point

The security point for point Nine is point Three. Secure Nines are hard working goal oriented list makers who take pleasure in accomplishing the tasks they have set for themselves. A deeply stressed Nine can be rigidly goal oriented and controlling in their singleminded focus.

Mental state

Immature: Indolence

Mature: Love

The mind of a Nine is inclined to be blank or lazy and ready to receive the thoughts of others as the path of least resistance. Nines have to struggle to keep their own ideas in focus. As they learn to balance their own agenda with their talent for taking on the

agendas of others they move to a natural position of love and understanding for themselves and others in their lives.

Emotional state

Immature: Sloth

Mature: Right Action

The heart of the Nine is, in a way, lazy, because Nines more readily take on the feelings of others than they do their own. This position does not serve them well, as they become gradually more angry about being overlooked, so they must struggle to stay in touch with their own feelings. When Nines learn to balance knowledge of their own feelings with what they so accurately sense is being felt by others they can move unerringly to do the right thing.

Instinctual Subtypes

Self Preservation: Appetite

Self preservation Nines struggle to keep their own self preservation in sight. The temptation to be pulled aside into trivial and nonessential pastimes is very strong. This subtype's drive to take care of the self is in conflict with the Nine need to avoid conflict. Self preservation Nines must be constantly vigilant to keep themselves on track.

Social: Participation

Social Nines are natural leaders. Liked by others and with a natural affinity for a group consensus, they can lose themselves in the activities of the group. As with all Nines, they must struggle to stay in touch with their own agenda when they are with others to avoid building up anger at being overlooked or taken for granted.

One to one (Sexual): Union

One to one Nines have a talent for merging completely with the particular other they are with. This can be extremely seductive for the other person, as the Nine becomes their clone for a while. Of course, as with all Nines, if this Nine doesn't work to stay in touch with his or her own agenda, anger will eventually surface and bring unhappiness and conflict to this seemingly perfect union.

Strengths of Nines

Nines make excellent mediators because of their natural **ability to see everyone's point of view**. People like being with Nines, because they **can empathize and understand others' feelings and thoughts** without agreeing with them. Nines are very **caring and**

supportive friends who will put the other person's needs ahead of their own, for a while. Nines can **get along with everybody**, even if they disagree with them, because of their ability to empathize and understand.

Pitfalls for Nines

Narcotization is the main defense mechanism for Nines. In their desire to keep the peace Nines can easily go to sleep to their own desires. When they eventually wake up to the fact that they are not getting what they want their extreme anger causes the very conflict they most want to avoid. Having to make **timely decisions and set priorities** can cause a Nine to **become angry and irritable**. Nines **avoid saying no** if at all possible. When Nines feel they are being ignored or controlled by others they can become very **passive aggressive and stubborn**, and will stay firmly entrenched in the middle of the situation. This tactic always gets attention from others eventually, but can lead to **conflict**. Nines can become **very angry and intimidating** if they are forced to face conflict.

Self Awareness for Nines

Concentrate on making your **self as important as others**. **Reclaim your own voice**. Listen for what it is you want and say so in the presence of others. Give yourself plenty of time and space to **set your own priorities, and then stick by them**. Remind yourself that **you are as worthy as anyone else** and that you must love yourself first before you can really love others. Reassure yourself that **accepting discomfort and change** as a necessary part of life is **not the same as giving up your own agenda**. Watch out for your tendency to lose yourself in a pleasant haze of **narcotization**.

Getting along with Nines

Give them **time and space** to move at their own pace to make decisions, **but check in with them** now and then to be sure they are still on track. **Avoid direct conflict** unless absolutely necessary. **Offer more than one choice** if possible when a decision is necessary. The saga of the Nine is a slow rambling disjointed monologue. **Listen to them**. **Cultivate patience**. Nines need more time than others to process their awareness of many different points of view. When they are pursuing their own agenda they move slowly. Encourage a Nine to take the **time to ponder and pursue their own agenda**.

Identifying Nines

Nines can easily identify with all nine points on the Enneagram. If that is the case, it might be a clue that the home point is Nine. Nines seek peace and harmony and avoid conflict.

Nines might think they are Ones because both types suppress their own needs and build up a hidden reservoir of anger in the interests of getting along with others. Nines lose themselves in others' agendas and will continue to go along with others rather than risk conflict, showing anger only in rare volcanic outbursts. Ones will go along with others only as long as their standards are not violated, and will keep up steady pressure for reform to the "one right way." The One's anger is always present in the form of tension and resentment, with occasional short spurts of righteous indignation

Nines might think they are Twos because both types merge easily with others and take on others' agendas. Nines merge with others passively in a receptive manner, knowing even while they are helping to further the agenda of another that they are reserving the right to have a separate agenda of their own. Twos merge with others actively, seeking to give support and please another so that their needs, of which they are often unaware, will be filled by the other.

Nines might think they are Threes because both types want to be liked by others and will adjust themselves to please. Nines can get lost in others' agendas and at least temporarily lose sight of their own goals. Threes are fixed firmly on their own goals and may alter their appearance and behavior to please others but their motivation will remain clearly on their own agenda.

Nines might think they are Fours because both types are withdrawn and can get lost in the feelings of others. Nines naturally merge with others without committing themselves, as they want to avoid conflict. Fours live for intensity and a feeling of vitality and will easily move into conflict when they feel buffeted by the world around them.

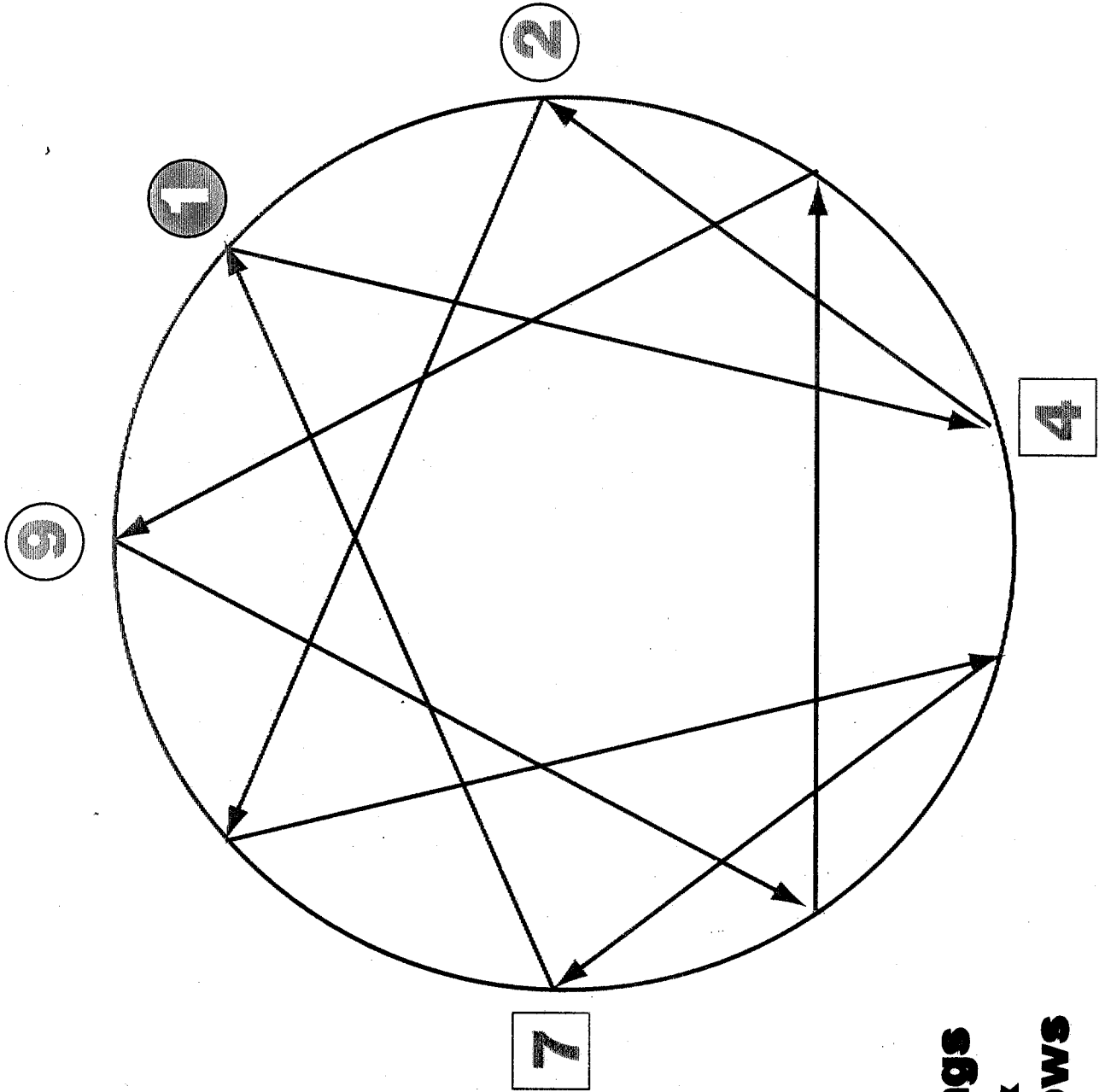
Nines might think they are Fives because both types are withdrawn and want to examine all of the information at hand before making a decision. Nines are receptive and present to others even when they are withdrawn and will talk at length if others listen. Nines need to ponder all of the various points of view, which at first seem equally valid to them, before they can arrive at their own opinion. Fives need privacy and separation from others, as they withdraw physically and emotionally to refuel. They talk as little as possible and when they do, they use an economy of words. Fives have a need to collect facts and information before they feel safe enough to make a decision.

Nines might think they are Sixes because both types like being part of a group and can easily support the agendas of others. Nines will fall in with the group at first and then later question if that is where they wish to be. Sixes will question the direction of the group before going along with it.

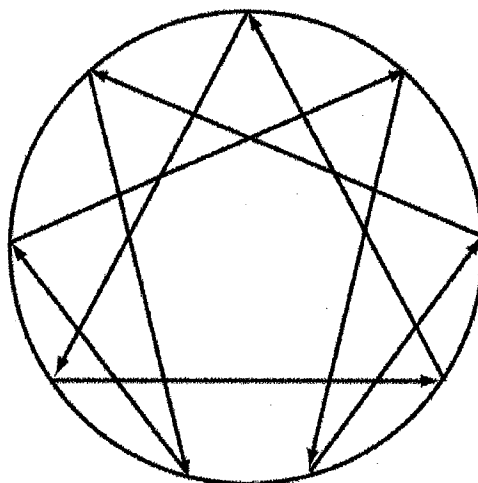
Nines might think they are Sevens because both types avoid conflict and want to please others. Nines are quiet people who merge with others naturally and easily lose sight of

their own agenda. Sevens are outgoing extroverts who actively connect with people while staying with their own agenda.

Nines might think they are Eights because both types have powerful physical presence and are effective leaders. Nines avoid conflict if they possibly can and exercise leadership in a facilitating style, preferring to use the ideas of others rather than their own. Eights welcome conflict as a way to clear the air and establish boundaries and can be didactic and inspirational leaders with strong agendas of their own.



**wings
&
arrows**



Chapter 11

Point One

The Perfectionist

Do you have a constant inner critic? Do you consider rules and high standards to be very important? Are you proud of the high quality of your work and the attention you give to the details of anything you do? Do you have a strong sense of right and wrong? If you have answered yes to any of these questions you may be a One.

The introverted point of the Instinctual triad is point One. Ones are usually reserved and serious people who are conscientious and strive to be good. Although anger is their motivating energy, many Ones are not aware that they are angry, though they will readily recognize their natural tendency for righteous indignation. What all Ones agree on is that they have an internal critic that is hounding them to be good, better, best at whatever they do.

Standards and rules are very important to Ones. They are hard on themselves when they don't toe the line perfectly and are capable of being judgmental and critical of others who don't hold to the same standards. Each One has his or her own one right way of life, so the rules and standards to be upheld can differ from one One to another. Ones have a strong sense of right and wrong, and when they believe that they are right they can face down anybody, often with only a look.

Sometimes the pressure gets too high, and Ones will escape into a "trap door" existence where they can go someplace where nobody knows them and lead a relatively wild and sinful life for a brief time. They can then return to their former existence and resume their serious and responsible activities as if nothing had happened.

Wings

The wings for point One are point Nine and Point Two. Ones with a Nine wing are usually quite reserved and detail oriented. They are especially good in situations requiring a high level of quality control, such as brain surgery. Ones with a Two wing are often warm, friendly, helpful and outgoing. These Ones often find themselves in leadership positions where they are highly valued by others for their keen sense of responsibility.

Stress point

The stress point for point One is point Four. A stressed One will often sink into a deep depression that feels as if it will never end. Many Ones intensely dislike being in this position, as it gets in the way of their drive for perfection, but it may give them the emotional break they need, as it puts them directly into their feelings. When a One is preparing for action, point Four can help them empathize with the feelings of others and connect with them more effectively.

Security point

The security point for point One is point Seven. A secure One will enjoy being carefree and spontaneous, for a while. Many Ones seek friends who are Sevens, as this place is wonderfully joyful for them. A severely stressed One will fall into "trap door" behavior and run away somewhere to live briefly in a relatively wild and irresponsible manner.

Mental state

Immature: Resentment

Mature: Perfection

The mind of the One can simmer with resentment at the high price their internal critic demands of them constantly. As they learn to selectively listen to this internal critic Ones approach a state of exquisite perfection and balance where they are at peace.

Emotional state

Immature: Anger

Mature: Serenity

The heart of the One is shackled by anger. Once this anger is recognized and integrated as valuable energy for the important work they strive to accomplish, Ones can find a state of serenity and balance.

Instinctual Subtypes

Self Preservation: Worry

Self preservation Ones are perennially anxious people until they learn how to manage their internal critic and their anger. The One drive for perfection threatens that there will never be enough physical security.

Social: Inadaptability

Social Ones live by strict internal rules for living with others. A sense of rigidity and indignation fuelled by anger readily arises when these rules are broken by themselves or by others. These Ones highly value conformity.

One to one (Sexual): Jealousy

One to one Ones are possessive of their intimates in the sense that their righteous anger flares to the defense if they feel their standards have been betrayed by the other. These Ones are inclined to hold those they are in relationship with to the same high standards they hold for themselves. They will not hesitate to icily punish the one who breaks their relationship rules.

Strengths of Ones

Ones strive measure up to **standards of high integrity**. Ones are **always eager to improve themselves**. Ones are very **hard workers** who will drive themselves and others to reach the **high goals** they set. Ones are **highly responsible** people who feel their duties keenly and take them very seriously.

Pitfalls for Ones

Reaction formation is the main defense mechanism for Ones. Being “nice” when feeling angry builds resentment and tension inside the One. Ones have a hard time with **criticism** from others, as it triggers their own internal critic. Ones’ concern for right and wrong can cause them to express icy anger at a perceived misbehavior. **Irresponsibility** earns their ridicule and contempt. Ones are often **tense and preoccupied with being correct and proper**. Ones have no use for **those who disobey rules** they consider valid and will be punctilious themselves about observing them. However, they will **have no regard for rules that are not consistent with their own particular inner standards**, and will feel totally justified in purposely breaking them.

Self Awareness for Ones

Ones need to learn to understand that **correctness and rightness are a figment of their imaginations** and not part of the natural order. **Compassion** is easy for Ones to overlook, especially for themselves. Staying in touch with the softness of the heart is very important for Ones. As Ones learn to identify their self observer they can also learn to **recognize and separate from their internal critic**. It is important that Ones learn to treat their internal critic as an entity separate from themselves that they can choose to minimize or set aside. To alleviate the constant tension of the One and to minimize the impact of “trap door” escapes, it is very important for Ones to **schedule themselves free time and relaxation**. Beware of **reaction formation** sneaking up on you.

Getting along with Ones

Ones like to be given **clear rules** to go by when they relate to others. Let a One know exactly where you stand and what you want from them and then leave them alone to do the job competently. **Give lots of praise**. Remember that Ones are highly self-critical. Phrase your comments to Ones positively, so they won't take them as criticism. **Keep your word and be on time**. **Apologize when you have made a mistake**.

Identifying Ones

Ones may initially type themselves in the mental triad because they hold back on action for fear of being incorrect. To be sure of their type, an awareness of their feelings of righteous indignation or resentment and where they are held in the body might be helpful. Each One seeks his or her own one right way and all Ones avoid error.

Ones might think they are Twos because both types put great effort into being friendly and helpful to others. Ones act out of a sense of responsibility. Twos act from a desire to connect with and please the other person.

Ones might think they are Threes because both types are efficient and effective workers who keep their feelings out of the way. Ones stay away from feelings because they interfere with their ability to measure up to their standards of perfection, and Ones can get lost in the details in their search for perfection. Threes suppress feelings because they interfere with a speedy and direct course to their goal. Threes often gloss over details in their rush to completion.

Ones might think they are Fours because both types are driven by a sense of possible perfection. Ones work hard to measure up to an objective and unchanging set of standards set by their internal critic. Fours possess a sense of longing for a perfect beauty that is ever changing with their changing feelings.

Ones might think they are Fives because both types are reserved, self-controlled and detail oriented. Ones are inclined to measure the matter at hand against their own internal

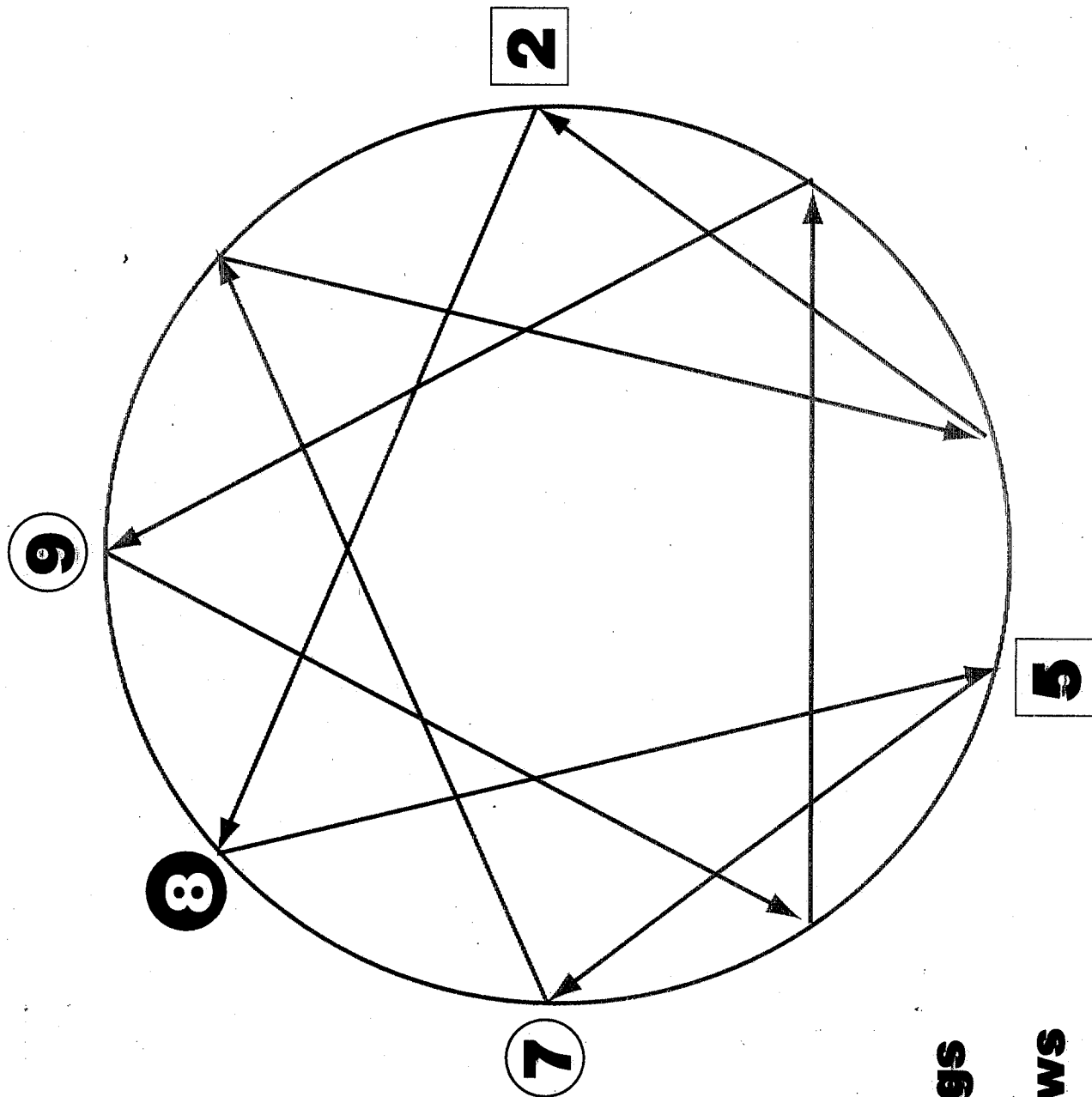
Ones might think they are Fives because both types are reserved, self-controlled and detail oriented. Ones are inclined to measure the matter at hand against their own internal standards, they can be judgmental of themselves and others and often appear tense, as their reserve and self control arises from suppressed anger. Fives are quietly withdrawn, tolerant and non-judgmental, can listen indefinitely as long as they are interested in the subject and pursue detailed facts and information in a focused but aimless manner.

Ones might think they are Sixes because both types are anxious and value rules and regulations. Ones are anxious about being judged as incorrect and value rules as standards for measuring their efforts to reach perfection. Sixes are anxious about what can go wrong and value rules as a way to find certainty and safety.

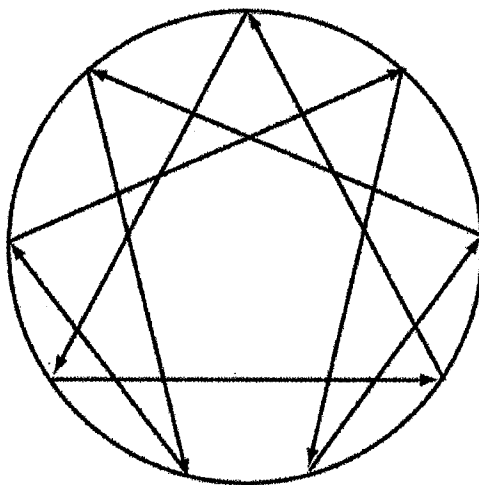
Ones might think they are Sevens because both types have high standards and value independence. Sevens are fun loving people who value spontaneity and avoid the limitations of responsibility. Ones are serious people who spur themselves on to be ever better and more responsible people.

Ones might think they are Eights because both types readily assume responsibility and are concerned and angry about maintaining justice and fairness. Ones take responsibility by carefully observing correct forms, and they express anger they are often not aware they are feeling through tension, resentment and occasional righteous indignation. Eights react instinctively and automatically with anger they feel as just pure energy to challenge power and take control when they perceive unfairness or injustice.

Ones might think they are Nines because both types suppress their own needs and build up a hidden reservoir of anger in the interests of getting along with others. Ones will go along with others only as long as their standards are not violated, and will keep up steady pressure for reform to the "one right way." The One's anger is always present in the form of tension and resentment, with occasional short spurts of righteous indignation. . Nines lose themselves in others' agendas and will continue to go along with others rather than risk conflict, showing anger only in rare volcanic outbursts.



wings
&
arrows



Chapter 12

Point Eight

The Protector

Do you value honesty and truth above all else? Are you always aware of and on guard against the possibility of power over you? Do you find confrontation easy and natural? Do you feel that rules are made to be broken? If you answered yes to any of these questions, you may be an Eight.

Point Eight is the extroverted point of the Instinctual triad. Power and control are the central issues for Eights. Satisfaction for Eights means having power and control, or more importantly, in being sure that nobody has it over them or those in their care. They trust people who match their energy and are empathetic with others' emotional wounds. They can be very protective of those who depend on them and trust them.

Eights exude physical energy. They are often unaware of their powerful impact on others and can easily feel "blindsided" when others strike out defensively from the feeling that the Eight is invading their personal space. Eights usually do not invade the space of others intentionally but regularly do it unconsciously, as they are driven to fill what they perceive as a power vacuum with their own power. It feels to the Eight as if they are being protective, saving others from the terror the Eight feels when faced with emptiness and vulnerability. They have tender hearts and can be deeply and easily hurt, though they often don't show it or admit it. Eights possess a strong capacity for internal denial that protects them from an awareness of their own vulnerability and from a knowledge of their true impact on others.

Eight anger flashes quickly and intensely and is finished, leaving the Eight with a satisfied feeling of having set things straight. If Eights are not free to directly express

anger and “even the score,” they are inclined to hold a grudge and plan for revenge. The biggest terror for an Eight is feeling powerless. They are intense people who approach life in an all or nothing manner. Excess in everything is the hallmark of the Eight.

Wings

The wings for point Eight are point Seven and point Nine. An Eight with a Seven wing is extroverted, outgoing and talkative. Often these Eights are quite funny and extremely friendly and will rise to conflict quickly and easily. An Eight with a Nine wing is more reserved and quiet, but will warm up quickly if he or she is given power. These Eights are extroverts at heart who enjoy being with people but are less likely to struggle for power than Eights with a Seven wing. Eights with a Nine wing are often very thoughtful and inspirational leaders.

Stress point

The stress point for point Eight is point Five. An Eight in stress will usually become quiet and observe rather than participate. Eights in stress will often withdraw physically when they are uncomfortable if the situation is not of sufficient importance to them to move in and take over. When preparing for action, an Eight will often be very thoughtful and calculating, mentally preparing for any possibilities for trouble that might arise.

Security point

The security point for point Eight is point Two. A secure Eight is very generous and giving. Happy Eights enjoy giving without thought for any rewards other than their own pleasure in helping someone else to be happy with them. In severe stress an Eight can fall into compulsive giving for its own sake without a sense of appropriateness.

Mental state

Immature: Vengeance

Mature: Truth

The immature mental state for the Eight is a type of excess, or too much energy focused on a single target. Vengeance is more than revenge, in the sense that it is the intense energy that is always there when the situation has not been resolved to the satisfaction of the Eight. At its best, this energy searches for and finds truth, which is not always appreciated by others. Eights are famous for being “brutally honest.” The gift of the Eight is to cut through the confusion and uncover the truth, but it is often difficult for others to welcome the truth. A mature Eight will be able to cut through his or her denial to thoughtfully listen to the subjective truth of others.

Emotional state

Immature: Lust

Mature: Innocence

Eights feel intensely and pursue excess, or a sense of lust. If a feeling is good they want more of it. They are often too loud, talk too long or too much and generally overwhelm and exhaust others. When this sensory excess is tamed and balanced, the Eight is capable of a childlike vulnerability or innocence that exposes the human heart at its purest and finest. When an Eight is in this high place he or she can be truly inspirational to others.

Instinctual Subtypes

Self Preservation: Satisfactory Survival

Self preservation Eights pursue physical security with a single focus until they feel they have enough. Once that point is reached, as long as it is maintained, they can relax and enjoy life. However, a relaxed Self preservation Eight is still more intense than most people. While they are pursuing physical security, these Eights often are not aware of their tendency to walk over others on their way to their goals. They possess a quality of denial that is like tunnel vision. Nobody gets in their way without a struggle.

Social: Friendship

Social Eights pursue friendships intensely. They can never have too many of them. They often wear out their friends with their energy and intensity. These Eights care deeply how others feel about them but are not always aware of their true impact on others. They will do almost anything for a friend, and are very protective and loyal with those they consider their friends.

One to one (Sexual): Possession/Surrender

One to one Eights are compelled to possess those they are intimate with completely so as to feel safe and feel safe enough to totally surrender themselves. Absolute allegiance and loyalty from their friends is a requirement for Eights of this subtype. In return they will provide absolute and ferocious protection. Their world is one of us vs. them, as this kind of certainty is only possible with a small inner circle.

Strengths of Eights

Eights are **naturally courageous**, as they don't feel fear when the instinct for action comes up. Eights are **extremely concerned about fairness, justice and truth**. They are **comfortable with confrontation** of all kinds, if the person or situation is worth it to them. Eights are **generous**. They are so comfortable with their own sense of power and

strength that they assume there is always more to be had for everyone. Eights are usually **tolerant and open minded**. They respect anyone who has the strength and courage to stand up to them and will give them the benefit of the doubt. Eights have a huge **appetite for life and its experiences**. Eights are natural **protectors** who find satisfaction in defending the rights and security of others who are weaker than they are.

Pitfalls for Eights

Denial is the main defense mechanism for Eights. It can work to their benefit but is more likely to get in their way, as it obscures the objective truth that Eights crave. Eights have a hard time when they **feel controlled** by circumstances or by others, and will react either by removing themselves from the situation or taking over control. If they must remain and submit, **revenge** becomes likely. When Eights are faced with a situation they perceive as being unjust or out of control they often **feel compelled to take action to correct the situation** even if it is not appropriate in the eyes of others. Eights have a hard time with **people who are deceptive or manipulative**, as they value honesty and directness highly and have a highly developed sense of its existence in others. Eights believe that rules are made to be bent or broken. If they must obey **rules they consider unjust**, Eights will become confrontative and combative in an effort to change them.

Self Awareness for Eights

Pay attention and **be sensitive to the amount of force that is necessary** in a given situation. Practice **pulling back on your energy** when you are with others so as to moderate your impact. **Listen to others** and remember that your agenda is not the only truth. Listen to your heart and keep it open to **allow your personal vulnerability to show to others**. Practice **receiving graciously** the gifts that others want to give you. Focus on **reclaiming your childhood innocence and trust**. **Be aware of your capacity for denial** and remember that it is a trickster that keeps you from perceiving the truth.

Getting along with Eights

Be **honest and direct** as much as possible. **Face up to confrontation**. It's easier sooner than later. Eights like to be confronted by others. It makes them feel seen and heard and cared for. **Remember that Eights can compromise**. Keep in mind that Eights may **blow hard in the moment when they feel opposed** but after they have time to cool down and think about it they are likely to see your point. Be prepared for an unpleasant period while they are processing the situation. **Keep the Eight informed**. Avoid allowing them to develop the perception that things are going on behind their backs. **Share your feelings and your vulnerability**.

Identifying Eights

Eights seek to gain and hold power over their own interests. They avoid weakness.

Eights might think they are Ones because both types readily assume responsibility and are concerned about maintaining justice and fairness. Eights react instinctively and automatically with flashing anger to challenge power and take control. Ones carefully observe correct forms and show anger as tension, resentment and occasional righteous indignation.

Eights might think they are Twos because both types are generous, protective of others, alert to power and prone to fiery impulsive outbursts of anger. Eights are direct and can easily be intimidating in their desire to get what they want from others. Twos are manipulative and alter themselves to get what they want from others.

Eights might think they are Threes because both types are ambitious goal oriented leaders who readily take charge. Eights are primarily interested in power and control and will become confrontational if goals are blocked. Threes are interested in success and winning and will adapt and readjust rather than move into confrontation.

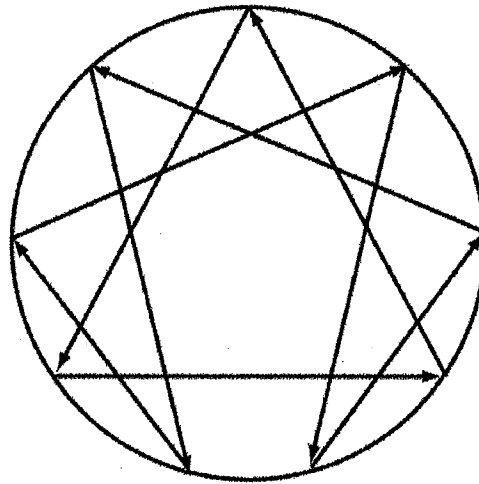
Eights might think they are Fours because both types are intense and individualistic. Eights can lose touch with feelings entirely when they are focused on getting what they want. Fours can lose sight of their goals when they become overwhelmed with feelings.

Eights might think they are Fives because both types have strong personal boundaries and value truth. Eights are outwardly assertive, and instinctively know where the power is. Fives withdraw and remain mentally objective under pressure.

Eights might think they are counterphobic Sixes because both types are confrontative and suspicious. Eights fight routinely and casually as a way of establishing boundaries or correcting perceived injustices. Counterphobic Sixes will face great dangers and fight fiercely but sporadically, as they waver between doubt and certainty.

Eights might think they are Sevens because both types are outgoing, upbeat and make their own rules. Eights confront conflict and assume responsibility readily so as to assure the location of power and control. Sevens avoid conflict and responsibility as they want to escape discomfort and limitations.

Eights might think they are Nines because both types have powerful physical presence and are effective leaders. Eights have strong agendas of their own and welcome conflict as a way to clear the air and establish boundaries. Nines avoid conflict if they possibly can and exercise leadership in a facilitating style, preferring to use the ideas of others rather than their own.



Chapter 13

Applications of the Enneagram

Although the real power of the Enneagram is in the light it shines on self knowledge, the Enneagram can be useful in any area of life that involves relationships with other people. This includes the workplace, the schools, personal life, the community and the wider world.

The Enneagram in the workplace

As a practical tool, the Enneagram can be useful on even a cursory surface level in the workplace, where having some understanding of the different motivations that drive people can help teams and groups pull together more effectively.

The Enneagram is especially useful as a tool for getting along with difficult people. It is being used extensively in workplace settings to alleviate conflict and to help people understand how to overcome workplace tensions caused by misunderstandings of motive. Employees can better understand their managers, but even more importantly managers can understand those who are working under their direction. The more responsibility one has, the more important is self knowledge. Managers who understand their own point biases can work to modify them in the presence of people who might misunderstand their motivations.

Understanding can be much more effective than blaming, whether it is expressed or not. Motive is always important in using the Enneagram. It can be misused. As with any other personality typing system, if the precaution to use it mainly as a tool for self knowledge is not followed and the temptation to blame others is allowed to flourish, it

can become a vehicle for prejudice and projection. The temptation to stereotype people according to type is always there. It is important to remember that each of the Enneagram points covers a huge variety of people, from the good and kind to the twisted and mean.

Opportunities to study the Enneagram in the business world abound. Successful business people are aware that human conflict is very expensive. They are willing to invest in training that will help their employees work more effectively with each other.

The Enneagram in the schools

The field of education is a natural for the Enneagram. Educators who understand their own point biases are better able to work with children they might formerly have been unable to reach. Understanding that there are nine distinct ways that material can be presented to be effective to all in the classroom can liberate a teacher from the frustration of not being able to motivate certain students.

Of course, even though a teacher's modified presentation will accomplish a great deal in motivating students, there are still a few students who will choose to remain unreachable. This is where teaching the Enneagram to students who have begun to develop self awareness can be especially valuable.

At the onset of puberty, almost everyone is preoccupied with getting to know and understand themselves. This is a very fertile time to introduce the Enneagram. Young adolescents of middle school age are usually eager to learn about the personality types of their friends and themselves. This curiosity is almost as avid in the high school and college years, as young people make important decisions that will have great impact in the years to come. Teens are good Enneagram students. They are usually eager to learn and have less invested than many adults do in maintaining an image they have created to please others.

The biggest obstacle to introduction of the Enneagram in secondary and college level schools is money. Most schools are very short of it and are not able or willing to pay for a subject to be taught that has not been accepted by the mainstream community.

The Enneagram in personal life

The Enneagram has had most of its exposure in the twenty years of its development in the U.S. as the choice of many personal "seekers." These "seekers" can either be developing themselves spiritually or working on an intimate relationship, or both. The Enneagram is equally useful in both instances.

As a spiritual tool, the Enneagram is consistent with all major religions. It is not a religion, but it does shed light on the universal moral and ethical truths that are common to all. The painful road to self knowledge is the one that must be followed on the path to spiritual growth. People who have set upon this path will find the Enneagram to be extremely helpful.

In complicated intimate relationships, such as marriage, the Enneagram can help partners "own" their own feelings and catch themselves when they are projecting them on the other. The knowledge of the motivation and vulnerabilities peculiar to the Enneagram point of the other partner can be very helpful in deciding which is the most effective behavior to help build an intimate relationship or to prevent its further decay.

Friendships can also be enriched by knowledge of the Enneagram. It is especially valuable if the Enneagram is known to all involved. However, the Enneagram can still be useful in environments where others have not learned the model, as the greater understanding it offers for the existence of nine different motivating strategies can help us be less quick to condemn the motives of others. When our attitude towards others is more benign, theirs has a tendency to be also.

Many enlightened people are very willing, even eager, to pay skillful and trained Enneagram teachers who can help them with their own personal growth and relationships. This will almost certainly continue to be a strong area of activity for the Enneagram.

The Enneagram in the community

The community is primarily a volunteer effort, even more so than the schools. So the Enneagram is probably not yet being used widely in politics of any kind. In a society sustaining representative government, the Enneagram has the potential for being an extremely valuable tool to help people understand the motivations of those whom they choose as their leaders and to understand their own motivations in choosing to vote for one over another.

To use the Enneagram effectively in politics, starting at the local level, a willingness to use it for self knowledge is doubly important. Even in environments such as childrens' soccer clubs, adult activity organizations or churches, the drive to blame others is tempting. To work together effectively as a community, greater understanding and compassion for others is imperative. This is particularly important as our communities become more and more multi-cultural and multi-racial. It is easy to misunderstand different cultural cues. The Enneagram can help us cut through the confusion and find common ground. Enneagram types are consistent across cultural and racial divides.

Using the Enneagram in the world

As the world becomes a more dangerous and complicated place, more interrelated and more separatist at the same time, the Enneagram can be a powerful tool for peace and understanding. The moral and ethical imperative to avoid modern war drives us to look to ourselves and to stop blaming "the other." This is the real power of the Enneagram.

The general wisdom is that each of us must find our own Enneagram point by ourselves. This is important in the sense that the Enneagram can only be an effective tool for change when it is understood at a very deep intuitive level. Only the person involved really knows the internal motivation they feel. However, it is not unusual for people to have blind spots about their motivation and behavior. In the end, each of us must arrive at our home point by ourselves, but carefully seeking and hearing the feedback of others about our impact on them might help us arrive at that point sooner rather than later.

It is important to keep searching until you are sure you have found your home point. There is a home point for everyone but sometimes it is hard to find. The Enneagram is a much more effective tool when you are working with the correct point. Working with any point can help, as long as you do not become discouraged. The danger is that if it takes too long it can be tempting to discount the system because the point you have initially chosen doesn't seem to fit. "Know thyself" is an old adage, but it is not necessarily easy.

It is important to remember that guessing about others' points can be useful in developing compassion and understanding, but that typing others can be counter-productive if taken too far. Confronting someone with your opinion of their type is not usually well received. It also can be tempting to avoid certain Enneagram points you have identified as especially difficult for you. Either of these behaviors would be missing the purpose of the Enneagram.

The age old debate about the origin of personality, whether it is an inborn characteristic or is created by the early childhood environment, applies to the Enneagram. In my opinion, as a practical matter, the assumption that one is born into one's particular Enneagram point eliminates the potential for blame and judgement of our childhood mentors. The "nurture" position opens the door to judgement and blame leveled at one's family of origin, which hinders the Enneagram's effective use as a tool of understanding and compassion.

Even if we assume that we are born into our Enneagram point, there are still many variables within the Enneagram model that can be attributed to early childhood environment. These variables include the wings, stress and security points and Instinctual subtypes. Also affected by early childhood environment are the mature or

immature aspects of the Mental and Emotional centers. All points have their healthy and unhealthy examples, which are almost certainly affected by early childhood environment. It is possible that people with more marked ego personality traits or fixations, no matter what the Enneagram point, come from more difficult childhood situations than people who have less pronounced differentiation of type behaviors.

Once you know your own point and that of significant others in your life, you will notice a heightened awareness of your differences in motivation. Once you understand what motivates you and how it is often different from what motivates others you will probably find a new compassion and empathy for behavior that might have formerly been difficult for you to understand.

As you work with your self observer to develop your trust in your intuition about yourself and others, you can learn to use the Enneagram more and more skillfully in all of your human relationships. It won't always be easy, but it is worth the trouble.

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