

CHAPTER 1

The Enneagram Briefly

Once you understand the Enneagram you start to see it everywhere. I see it especially in films and TV shows where a type's characteristics are often exaggerated and portrayed in a dramatic or humorous fashion. Family is also a terrific venue for exploring Enneagram types; I am fortunate enough that within my close family all nine Enneagram types are represented.

By the time I started studying the Enneagram, many of my family members were already up to speed. When I told my family that I tested highly for Type 8, the Type 8 in the family declared that I was actually Type 6. I learned then that Type 8s are very direct. I also learned that Enneagram questionnaires are better at telling us what we are not than what we are.

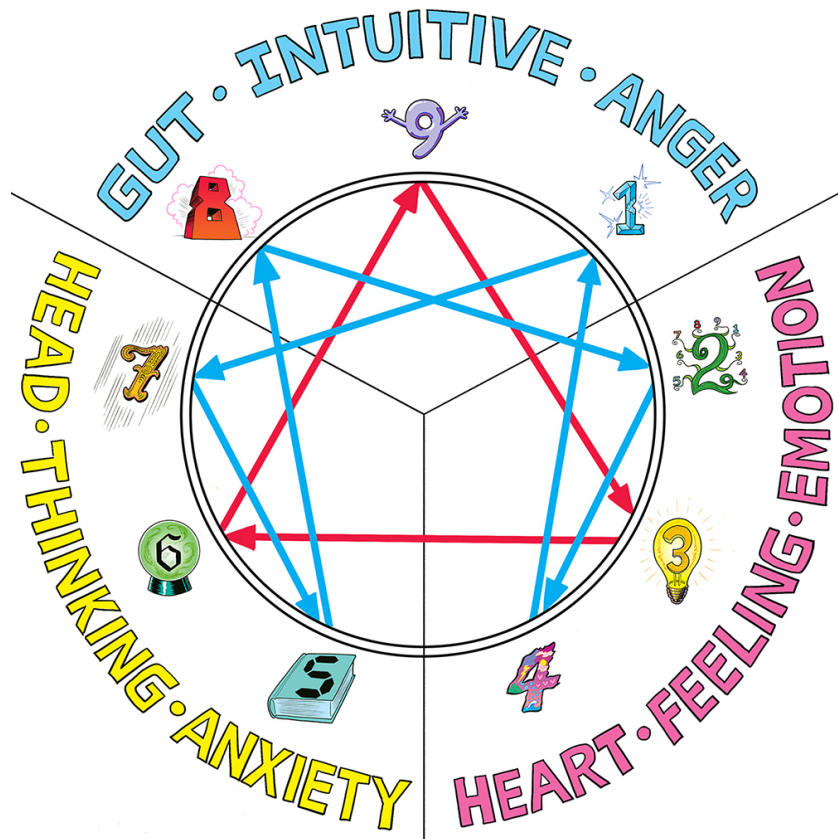
The Enneagram is commonly used as a personality typing system, and it is effective in that application. There is a broad range of behaviors associated with each type, and the Enneagram explains these variations well. The system also explains how the behaviors of each type can vary based on our state of security or insecurity. As a family, we had a great deal of fun using the system to better understand ourselves and our interpersonal interactions.

My initial exposure to the Enneagram left me even more curious. Are we born with our Enneagram type, or does it emerge based on our experiences (nature versus nurture)? As opposed to other widely used personality typing systems, why are there nine types and not sixteen as in Myers-Briggs or four as in DISC? (Both Myers-Briggs and DISC are behavioral assessment tools.) Is the number assignment arbitrary or is there a reason for the specific sequence? Can I be any type if I choose? And why can't I be a 10?

I am joking about the last question, though I hear it all the time. But these questions motivated my deeper exploration of the Enneagram. In this chapter, I provide a brief overview of the Enneagram system and set the table for using the Enneagram as a tool for team-based problem solving.

The purpose of this chapter is threefold: 1) to serve as a compact refresher for those already familiar with the Enneagram; 2) to highlight the characteristics of each type that are important to team collaboration and team-based problem solving (discussed in later chapters); and 3) to serve as a handy reference of the nine Enneagram types as you work your way through the book.

In my descriptions of the Enneagram types, I will sometimes refer to the *energy* of a particular type. I treat systems, organic or inorganic, as flows of energy. Much as our bodies require energy—food—to animate us, each Enneagram type serves as a distinct energy for our interpersonal interactions. I use the word *dynamic* in the same vein as I use the word *energy*.



The Enneagram Diagram

First, let's examine the diagram that is commonly used to represent the Enneagram (derived from the Greek word *ennea*, nine).

The diagram has nine points, which can be divided into three *triads* with three points each. The triads (8-9-1), (2-3-4), and (5-6-7) are called the main triads of the Enneagram and, as such, are often referred to as *centers*. Though there are several words commonly used to describe each of these centers, I have chosen to use descriptive phrases: Types 8, 9, and 1 comprise the Gut-Intuitive-Anger center; Types 2, 3, and 4 are the Heart-Feeling-Emotion center; and Types 5, 6, and 7 are the Head-Thinking-Anxiety center.

The Wizard of Oz

The Enneagram centers remind me of *The Wizard of Oz*. On her journey, Dorothy encounters three companions—the Lion, the Tin Man, and the Scarecrow. Each of these companions represents an archetype described by the Enneagram centers: the Lion who wants courage represents the Gut-Intuitive-Anger center; the Tin Man who wants a heart represents the Heart-Feeling-Emotion center; and the Scarecrow who wants a brain represents the Head-Thinking-Anxiety center.

My descriptive phrases for the Enneagram centers start with a body part, followed by a function often ascribed to that body part, and finally a word used to describe a reaction to a threat. For instance, the Gut types are often thought of as being most in tune with their intuition, their gut reaction. When people of the Gut-Intuitive-Anger center are threatened, anger drives their response. These three words distinctively describe this center: Gut-Intuitive-Anger. Likewise for the Heart-Feeling-Emotion center and the Head-Thinking-Anxiety center.

The most revealing behaviors for each Enneagram type occur when that type is reacting to a threat or is under stress. Thus, it is easier to identify someone's Enneagram type when they are under pressure. Naturally, the behaviors people exhibit when threatened are not the most flattering. A discussion of stress responses can be off-putting to many people. Please bear with me during this section and understand that I highlight both positive and negative behaviors to help you more easily distinguish and identify the nine different types.

Let's briefly examine the three types that comprise each center. Referring to Table 1.1, each center has a primary stress response (anger, emotion, and anxiety), and that response can take one of three

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forms: an external expression, an internal expression, or a suppressed expression. It is important to understand the concept of external, internal, and suppressed expressions, so the descriptions that follow Table 1.1 are in that order, even though it seems “out of order” numerically. The goal of these descriptions is for you to appreciate the motivations, responses, and characteristics of each type.

Table 1.1 – Summary of the Nine Enneagram Types

Type	Label*	Primary Response
Gut-Intuitive-Anger Center		
8	The Asserter	External Anger
9	The Peacemaker	Suppressed Anger
1	The Perfectionist	Internal Anger
Heart-Feeling-Emotion Center		
2	The Helper	External Emotion
3	The Achiever	Suppressed Emotion
4	The Romantic	Internal Emotion
Head-Thinking-Anxiety Center		
7	The Adventurer	External Anxiety
6	The Questioner	Suppressed Anxiety
5	The Observer	Internal Anxiety

*These are the labels used by Baron and Wagele in *The Enneagram Made Easy*, which I have adopted for this book.

The Gut-Intuitive-Anger Center

First, let's look at Types 8, 1, and 9 in the Gut-Intuitive-Anger center. The types in this triad respond with anger when under stress or threat: Type 8 responds with the external expression of anger; Type 1, the internal expression; and Type 9, the suppressed expression.



Type 8 – The Asserter **“Getting to Action”**

As the external anger type, the 8 is the most comfortable of all the types at expressing outward-directed anger. This is their natural response to stress, and it's an effective tool for them to achieve their ends. The 8s are concerned with maintaining control of their environment. When that control is threatened, the anger response emerges. They rarely back down from a challenge or confrontation. As such, the 8 is frequently called the Asserter. Often, 8s are unaware that they are displaying anger, even while those around them recoil in surprise, shock, or horror. After their anger subsides, Type 8s can go about their business as if nothing happened, while others around the 8 may still harbor residual feelings of anxiety, hurt, or resentment.

In the workplace, 8s tend to migrate towards action-oriented leadership roles. They tend to be very confident people. Being in the intuitive center, Type 8s are guided by a strong sense of intuition. This can frustrate data-driven people (those in the thinking center) or emotion-driven people (those in the feeling center). The 8s are eager to jump into action based on their gut instincts. Whereas other types value discussion, the impatient 8 typically prefers to skip the debate and begin the task. Type 8s embody a combination of assertiveness, instincts, and action that serves them well in leadership roles.



Type 1 – The Perfectionist **“Identifying Problems”**

Next, we turn to the internal anger type, Type 1. Instead of directing the anger response outward like the 8, the natural response of Type 1s directs anger inward, towards themselves. Type 1s will describe a critical voice inside their head, pointing out that something is not right and that they could do more to correct it. Because this internal critic motivates the 1 to work hard until things are perfect, Type 1 is often called the Perfectionist.

Although Type 1s are highly motivated by their internal critic, they intensely dislike criticism from others. Generally, they have already criticized themselves extensively, so the external critic only reminds the 1s that whatever they are working on is not yet perfect or can never be perfect. The inability to achieve perfection causes the 1 to feel frustrated—a common feeling for them.

In the workplace, if a task needs precision, the 1s are usually the perfect people to do it. You just have to allow them ample time, since getting it done right is more important to them than getting it done on time. Also, if you need a comprehensive understanding of any problem, the 1 is the person to pick it apart and know it inside and out. Type 1s excel at identifying and investigating problems; they are highly tuned for the job of root cause analysis or wherever precision is required.



Type 9 – The Peacemaker **“Seeking Harmony”**

Positioned between Types 8 and 1 in the Gut-Intuitive-Anger center, Type 9 is the *core type* of this triad and represents the *suppressed* reaction—in this case, suppressed anger. Imagine having so much anger inside you—though there may not be any conscious awareness of it—that the only way to negotiate the world is to suppress that anger. Type 9s are so sensitive to anger that the moment they wake in the morning, they are thinking about how to address the needs and wants of others in order to minimize disagreements. That constant pursuit of eliminating conflict gives 9s the Peacemaker label.

Curiously, Type 9s are so focused on others’ desires that they have trouble conveying their own needs and wants, even when asked directly. They may opt to say what they think others want to hear, and in doing so avoid any possibility of conflict. Another conflict avoidance strategy of the 9 is sleep; there is no conflict with others when you are sleeping, so Type 9s love to sleep.

In the workplace, 9s tend to assume roles in which their peacemaking skills are highly valued. For instance, peacemaking skills are important to the role of project manager. Even if they aren’t 9s, people in project manager roles will have to behave like 9s much of the time. Also, 9s are great at customer service. There is no better type to calm an agitated customer and to help them address their issue. The 9 seeks harmony in the environment and is compelled to achieve it.

The Heart-Feeling-Emotion Center

Next, we move on to the Heart-Feeling-Emotion center. Again, there is an external response type, an internal response type, and a suppressed response type. People in the Heart-Feeling-Emotion center

are compelled to engage and interact with others—far more so than people in the other two centers, since the emotional interaction inherent to this center requires that there be someone to interact with. Let's take each expression in turn—external, internal, and suppressed.



Type 2 – The Helper **“Helping Others”**

Type 2 is the external emotion response. The 2s strive to build an emotional connection with those around them, mainly by offering help. In return, Type 2s receive appreciation, which confirms they have established the emotional connection they crave.

For Type 2s, appreciation is like oxygen. Without constant appreciation they feel like they are suffocating. The fear of being unneeded—or worse, unwanted—drives the 2 to constantly help those around them. Because of this drive to help, 2s establish strong emotional connections with those in their lives. They have an innate sense of what others need and are driven to provide it.

The label often used to describe the 2 is the Helper. I frequently see 2s take on supporting roles in organizations—roles in which they can continuously interact with others, determine how they can help, and receive appreciation for that help. I also often see 2s in sales roles in which they understand customer needs and deliver solutions that meet those needs. Type 2s excel in roles that allow them to constantly interact with others, deliver assistance, and thereby receive appreciation.



Type 4 – The Romantic

“Feeling Everything”

Type 4 is the internal emotion response. If you ask 4s, “How are you feeling?” they may look at you somewhat mystified, not knowing how to answer. The 4s are feeling everything, so how can they pick just one feeling to share with you? If asked that question, 4s typically evade and don’t share their true feelings; it is too difficult to explain, and they feel that you probably wouldn’t understand anyway.

The 4s’ sensitivity to feelings allows them to put themselves in others’ emotional shoes. They have a sense for how people will react to a sunset, a painting, a poem, a song, an idea—they can detect the emotional content in almost anything and understand innately how other people will feel.

The description used for Type 4 is the Romantic. Type 4s often take on roles in art, music, writing, cuisine, product design, and marketing. These roles all deliver an emotional impact, leaving an impression on the recipient. The 4s get the most satisfaction when they have delivered that impression in a way that leaves the recipient at a loss for words to describe how they feel. When the 4s have accomplished that, they know that the recipient just got a taste of their world.



Type 3 – The Achiever

“Inspiration and Perspiration”

That brings us to Type 3, the core type for the Heart-Feeling-Emotion center—the suppressed emotion response. Imagine being so emotional that the only way to engage with the world is to suppress

your emotions, whether or not you are conscious of them. As such, the 3 comes across as emotionally cool. And unlike 2s, who seek appreciation for their help, the 3s seek recognition for their achievements and successes. Having suppressed their own feelings, they seek external measures of their worth. Plus, directing others to focus on the 3's external accomplishments keeps the focus off their internal feelings.

Type 3 is called the Achiever. The 3s have incredible energy and willpower, which they apply to realizing successful outcomes. Because they suppress their feelings, they have difficulty conveying how they feel. This trait can leave coworkers confused about how the 3 feels about them, even when the 3 thinks highly of their colleagues!

When Type 3s are trying to get something done, it is easy for them to overlook the feelings of others. To someone who suppresses their feelings, a hammer, a screwdriver, a saw, a colleague, and a subordinate are all emotionally neutral tools. When the 3 starts to treat people like tools, conflict can arise. The 3s will plead that they are simply trying to get the job done in the most efficient way—which is true. What the 3s overlook, and are perhaps incapable of realizing, is how others are reacting to them and to their drive to get things done.

In addition to their amazing drive to succeed, 3s have the special ability to generate out-of-the-box ideas. For most of us, emotion, anxiety, or anger influence and restrict our ideas, but Type 3s do not filter ideas that way. Lacking these filters enables the 3 to freely throw out ideas to see how others react—like throwing spaghetti against a wall to see what sticks. The 3s are acutely aware of how others react to their ideas and will use those reactions to gauge which ideas are likely to be accepted. With a promising idea identified, the 3s can then direct their tremendous energy to bringing the idea to fruition. They are the true embodiment of both inspiration and perspiration.

This attention to how others react makes 3s ideal marketers and promoters. Their drive to succeed inspires others and serves them well in leadership roles. And their boundless energy keeps them and others on track to meet goals.

The Head-Thinking-Anxiety Center

Next, we discuss the Head-Thinking-Anxiety center, in which anxiety is the primary response to stress. The main consideration for this triad is safety. When these types think that they are unsafe, anxiety arises. They are motivated to restore safety, thereby reducing anxiety—each with a different strategy.



Type 7 – The Adventurer **“Promoting a Plan for Fun”**

Type 7 is the external anxiety response. The 7s are motivated to keep the mood and environment light and fun. They do not feel safe unless they think they are on good terms with everyone. When everyone is having a good time around them, the 7 feels safe and their anxiety level goes down.

Type 7 is called the Adventurer since they are always thinking about that next fun thing to do with everyone. In a social setting, the 7s especially want to know how they stand with each individual in the environment. They can tell this by receiving a warm greeting, a smile, a friendly handshake, a pat on the back, etc. As long as the relationship is on friendly terms, their anxiety level decreases.

The 7s’ desire to know where they stand with others motivates them to interact with everyone around them. They are masters at networking or “working a room.” Their compulsion to interact with people drives them into roles such as sales, marketing, and support.

Type 7s often try careers in politics. They are tireless networkers, seeking to get people excited about trying new things. They are always looking for something new to do, but they won’t do it unless everyone else is on board. The 7s’ gift is their ability to get everyone on board.

Their ability to promote ideas serves them well on teams and in leadership roles, whether in the political world or a company.



Type 5 – The Observer **“Analyzing Everything”**

Type 5s have the internal anxiety response to stress. One of the drivers of that anxiety is the fear of being considered foolish. This fear drives the 5 to study, investigate, observe, and analyze everything that they think is important. Type 5s are also concerned with safety. They feel unsafe when they think that their resources may be depleted, so they are constantly seeking to collect and replenish resources—food, money, or anything else that makes them feel safe. For the 5, collecting resources, including information, is a primary source of safety.

Type 5s tend to be on the quiet side as they actively collect information from their environment, giving them the label of the Observer. If 5s equate information with a valuable resource like gold, then do you think that they are likely to part with it readily? Not a chance. The quiet 5s are reluctant communicators and only impart information if: 1) they share just enough content to make the person go away; or 2) they feel completely safe and confident and have no fear of being considered foolish.

Type 5s tend to be great at both collecting and analyzing data, and they often perform roles where they can focus on data rather than people. Type 5s are drawn to information-intensive roles, including academic, scientific, engineering, and financial roles. They are masters at picking apart data, analyzing it, and considering all possibilities. They are the ones who want to examine the entire menu. While they may be seeking the best option, there are often too many choices, which make it difficult for them to make a decision. For help with decision making, the 5s can turn to Type 6.



Type 6 – The Questioner

“Mapping the Future”

Type 6 is the suppressed anxiety response. Imagine having so much anxiety that the only way to engage with the world is to suppress it. Type 6 is the type that most often indicates that they feel a gnawing pit in their stomach. That pit is a symptom of their suppressed anxiety.

One way the 6s minimize their anxiety is by trying to understand the future. If they know what is going to happen, then their anxiety is diminished. In order to figure out what is going to happen, the 6 has to ask a lot of questions. It is this behavior that gives the 6 the label of the Questioner.

Because of their compulsion to reduce anxiety by understanding the future, the 6s are highly tuned to planning, budgeting, and setting up systems that deliver predictable outcomes. As long as the environment is calm and the future predictable, 6s can keep their anxiety at manageable levels. However, when life becomes less predictable and more chaotic, anxiety levels for the 6 will rise.

Because of their propensity to plan, Type 6s often migrate towards project management and accounting roles where they can track things important to them: people, time, and money. They naturally tend to perform worst-case analyses on plans, thereby helping a project or team avoid pitfalls. The 6s are typically not satisfied with a plan until they can visualize a clear path to the final goal. This ability to “see” the future serves them and their work teams well.

Do You Recognize Anyone?

Did any of these descriptions match people you know? Some people more obviously express their Enneagram type than others. Were you

able to identify yourself in any of these types? Often we can see ourselves in several types. As you dig deeper, you will usually find that there is one type that best describes you. When you work through the questionnaires in most Enneagram books, you will find that you score high on some types and low on others.

You can get a preliminary indication of your Enneagram type using the questionnaire on the EnneaSurvey website (www.EnneaSurvey.com). I recommend using this questionnaire as part of a process of elimination by discarding your low-scoring types and digging deeper into the others.

Embracing All Perspectives

Because I am Type 6, at the core of the thinking center, my typical behaviors can be hyperrational. Behaviors based on intuition (such as those in the intuitive center) or behaviors based on feelings (such as those in the feeling center) can seem irrational to me. One of the biggest benefits I have personally received from the Enneagram is the understanding that rationality is simply not that important to most other types, and that there are legitimate, alternative perspectives that I can learn to appreciate. This realization has enabled me to value these perspectives and understand the importance and unique contributions of each Enneagram type to the greater good of the team and the community. This is the most important thing I have learned from studying the Enneagram.

In the next section we will discuss another distinguishing aspect of the Enneagram: the paths of integration and disintegration. These paths describe how our behaviors change as our security and stress levels change. Each type has a unique pair of paths, and you can use these paths to distinguish among the types. But, before that, a short paragraph on one-word descriptions.

One-Word Descriptions

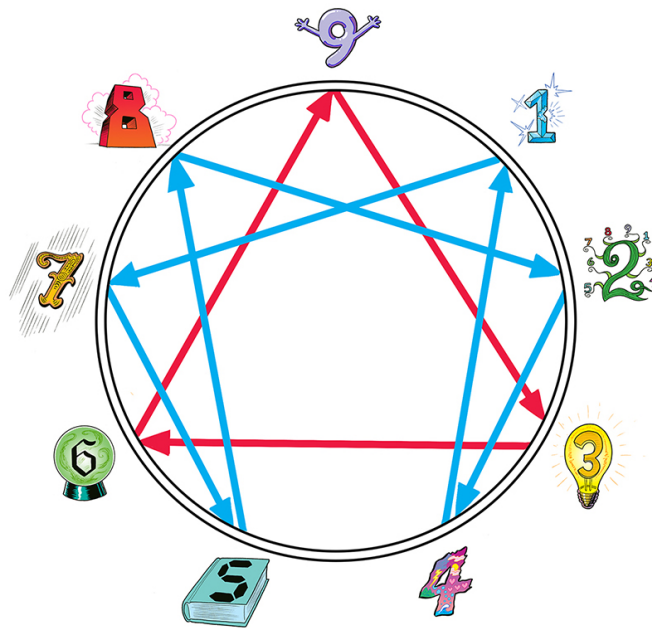
As you can imagine, each type is much more complex than can be described with a single word. While these one-word labels are instructive when first learning the Enneagram, you are apt to start calling the types simply by their number once you have mastered the nine types. The number label is neutral and can convey a type's characteristics without overemphasizing any one trait. In the type number illustrations, we have attempted to capture the essence of each Enneagram type, particularly in its relationship to problem solving. In subsequent chapters, I will simply use the type number to describe each Enneagram type.

Paths of Integration and Disintegration

The paths of integration and disintegration are features that distinguish the Enneagram from other personality typing systems. These paths serve as a tool to understand the broad range of behaviors exhibited by any one type. The following descriptions serve as a refresher to those familiar with the Enneagram and highlight certain behavioral characteristics important to problem solving that will be discussed in later chapters.

Referring to the Enneagram diagram, you will notice lines connecting the numbers. These lines are called the paths of integration and disintegration. The direction of the path of integration is indicated by the arrows. The path of disintegration is the opposite direction.

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The Enneagram is not a static system; it does not describe a person as a fixed type. Behaviors associated with a specific type can change over time and under different circumstances, depending on whether we are secure, insecure, or at baseline. The paths of integration (towards security) and disintegration (towards insecurity) describe these changes in behavior.

For example, these paths describe how our behaviors change between the time when we are young and immature (less integrated) and adult and mature (more integrated). As we become adults, most of us learn to temper our behaviors. Because of this, some Enneagram texts will advise people who are trying to identify their own Enneagram type to recall their behaviors in their mid-twenties because that is when they are most likely acting in their baseline and less integrated states.

As adults, we may find our levels of integration and disintegration vary due to stress. We may even notice our own behavioral changes, depending on circumstances. These circumstances drive our movement along these paths of integration and disintegration, and our

behaviors vary accordingly. The Enneagram describes remarkably well how our behaviors change.

Each Enneagram type is connected to two other types by these paths. The core types (3, 6, and 9) are connected by a triangle. One direction around the triangle, clockwise, represents the path of integration; the counterclockwise direction represents disintegration.

Core (Suppressed Response) Types

Path of Integration: $3 \rightarrow 6 \rightarrow 9 \rightarrow 3$

Path of Disintegration: $3 \rightarrow 9 \rightarrow 6 \rightarrow 3$

The remaining, non-core types are connected in the following way:

Internal and External Response Types

Path of Integration: $1 \rightarrow 7 \rightarrow 5 \rightarrow 8 \rightarrow 2 \rightarrow 4 \rightarrow 1$

Path of Disintegration: $1 \rightarrow 4 \rightarrow 2 \rightarrow 8 \rightarrow 5 \rightarrow 7 \rightarrow 1$

The following are brief descriptions of behaviors of each type traversing the paths of integration or disintegration. Note how the behaviors can change dramatically, yet the underlying motivation for each type remains constant. Conversely, note how the behaviors for two different types can be remarkably similar, but the motivations for those similar behaviors are different.



Path of Integration: Type 1 \rightarrow Type 7. As Type 1s release their innate desire to right the wrongs that they see, they relieve themselves of their sense of frustration and begin expressing a playful, fun-seeking side of their personality—behavior typical of Type 7. When the 1 goes on vacation, figuratively or literally, so does their angry, critical inner voice. The absence of this critical inner voice allows their playful side to emerge, often surprising those around them.

Path of Disintegration: Type 1 → Type 4. As the 1s become overwhelmed with frustration, they can enter a state resembling that of Type 4. The constant harping of the critical inner voice can put the 1 into a state that resembles depression. Under those circumstances, the 1s can redirect the inner voice outward, usually targeting a person with whom they are intimate. The targeted person would then be on the receiving end of that critical voice and would hear an outpouring, in list-like detail, of everything that has bothered the 1 about them, often going far back in time.



Path of Integration: Type 2 → Type 4. When the 2s quiet their desire to connect emotionally with others, it opens the space for them to engage with their own feelings. Their focus turns inward, and they become introspective, resembling Type 4 in their connection to their own feelings. In this state, the 2s are able to spend time alone and to engage in activities that interest them—often artistic in nature—without the need to engage with others.

Path of Disintegration: Type 2 → Type 8. For the 2s, appreciation can be like oxygen. They need a constant flow; otherwise, they feel like they are suffocating. There are situations when 2s may feel entitled to appreciation they don't receive. For instance, Type 2s may try to help people who did not ask for or want help, and their well-intentioned but misplaced efforts are unlikely to receive the expected gratitude. When the 2s feel underappreciated, neglected, or taken for granted, they can exhibit assertive, aggressive behaviors characteristic of Type 8, thrusting themselves more forcefully into the situation. In this state, 2s can lose their sense of boundaries with others, which can further aggravate the situation.



Path of Integration: Type 3 → Type 6. As the 3s release their need for recognition and acknowledgment of their successes, they enter a quiet state that allows them to broaden their perspective and horizon. In this state, the 3s can “work smarter, not harder” and pursue their productive ends with systematic efficiency, resembling the behavior of Type 6. In this state, a 3 is also able to think through and appreciate the reactions and feelings of others as well as how their own behaviors and words affect them.

Path of Disintegration: Type 3 → Type 9. The 3s feel most threatened when they lose sight of their path to success and their opportunities for recognition. Under those circumstances, their first instinct is to focus acutely on looking for opportunities to appease the people around them—behavior typical of Type 9. If still unable to achieve success through appeasement, the 3 will withdraw from the situation entirely, also typical of Type 9 withdrawal from a highly contentious situation.



Path of Integration: Type 4 → Type 1. As 4s develop, they establish for themselves principles based on truth and beauty. Once these principles have been established, the 4s can use them as guideposts for decision making and behavior, moving beyond simply reacting to their feelings in the moment. As 4s move towards principles-based decision making, they exhibit a style similar to that of the principled Type 1 in their interactions with others.

Path of Disintegration: Type 4 → Type 2. When the 4's feelings overwhelm them, those feelings can pour out. They lose their typical calm demeanor as the wall between the outside world and their internal feelings breaks down. When this happens, the 4 exhibits overtly emotional and dramatic behaviors that can resemble those of Type 2.



Path of Integration: Type 5 → Type 8. As they build up their realm of expertise and as their fear of appearing ignorant subsides, the 5s can take on the confident demeanor of the 8s, who are unafraid to communicate and advocate for their ideas. In their secure state, Type 5s can assume leadership roles much like Type 8s do.

Path of Disintegration: Type 5 → Type 7. While the typical state of the 5s is the quiet observer, when thrust into a situation where people's attention turns to them and they cannot escape, their minds start racing. The energy of the racing mind resembles that of the typical frenetic Type 7, and the 5s can become nervous and chatty under those circumstances.



Path of Integration: Type 6 → Type 9. As the 6s become calm, anxiety recedes—unmasking senses that previously have been overwhelmed. In this state, the 6s become more aware of the feelings, needs, and wants of people around them, and they integrate that awareness into their thinking. In this way, the 6s begin to resemble Type 9 in their sensitivity to others' needs and desires.

Path of Disintegration: Type 6 → Type 3. Conversely, as anxiety levels rise, the senses of the 6s become increasingly overwhelmed. Under these circumstances, the 6 becomes hyperfocused on addressing the source of their anxiety, often at the expense of the feelings of other people. This focused pursuit of a task at hand without consideration of others around them resembles behaviors of Type 3.



Path of Integration: Type 7 → Type 5. As their incessant need to determine how they stand with others subsides, the 7s are free to quietly pursue activities that interest them. These activities are often moti-

vated by intellectual curiosity. This independent pursuit of their own interests resembles the baseline behavior of the 5.

Path of Disintegration: Type 7 → Type 1. When the 7s are in a particularly anxiety-inducing situation, the happy, fun-seeking demeanor fades and the 7s can take on a serious, intense, and narrowly focused position without considering what others are thinking of them. They can stay in this state until the situation is resolved and the wrong is righted. In this state, the 7's behavior resembles that of the 1.



Path of Integration: Type 8 → Type 2. Once 8s have secured their own environment and situation, they begin to consider the situations and security of others around them, especially people within their domain or under their protection. The 8s have a tremendous capacity for action as well as considerable energy to devote to aiding others. When they shift into these roles, their behaviors begin to resemble those of Type 2.

Path of Disintegration: Type 8 → Type 5. When Type 8s feel threatened, they become laser-focused on assessing the threat and identifying its weaknesses. Once they have formulated how best to attack the threat, they do it with mighty force. Prior to the attack, as they assess the threatening situation, the 8s can appear like the quietly observing Type 5—or like a crouching tiger preparing to attack.



Path of Integration: Type 9 → Type 3. When the 9 senses that the people in their environment are at peace, they can redirect their considerable energy towards contributing to the greater good and success of their team or their community. This behavior can make the 9s look like the highly productive and successful Type 3 in their behavior.

Path of Disintegration: Type 9 → Type 6. As discord in the environment increases, overwhelming their ability to cope with conflicts, the 9 can become passive-aggressive and/or disengaged. Sometimes, they withdraw completely. In this state, the 9's behavior resembles that of the Type 6 when they refuse to go along with everyone else.

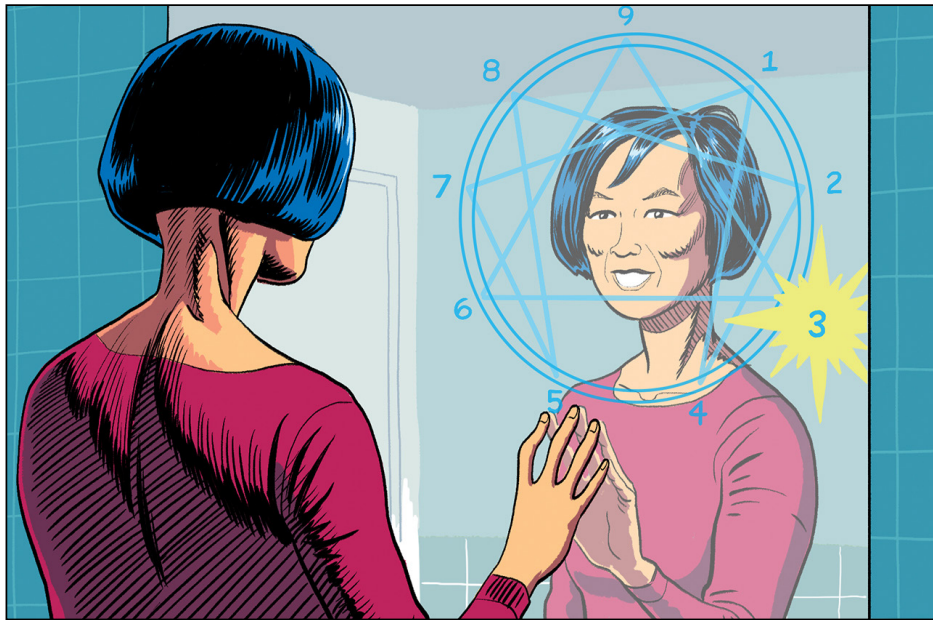
Understanding Type Dynamics

As you can see, Enneagram types can exhibit a wide variety of behavior depending on whether they are in their typical baseline state, their integrated secure state, or their stressful insecure state. The paths of integration and disintegration are a great tool for understanding these shifts in behavior and identifying the state or “mood” of those around us, allowing us to be more understanding of their particular situation. When people act out in unusual ways, it often has less to do with the immediate situation and more to do with some other stress in their lives. Understanding how people might act out when they are under stress can give us the perspective and patience to better accommodate and mitigate those behaviors.

Relationships

When I was beginning my studies of the Enneagram, I stumbled on the website (www.enneagraminstitute.com) for the Enneagram Institute. On this site, there was a link to a section called “Compatibility with Other Types,” describing relationships among the various types. That section is still there at the time of this writing, and it can be found by clicking on the description of any type and then scrolling down towards the bottom of the page. Once I determined my type and the type of my wife, I went to the relevant webpage and read the descriptions for the “healthy,”

“normal,” and “unhealthy” states of our relationship. I was stunned at how remarkably well those sections described our interactions in these three states, as if the writer knew us personally. This was yet another epiphany for me about the capabilities of the Enneagram to predict and describe interpersonal dynamics among types.



The Identity Mirror

Trouble Self-Identifying?

Try Looking into the Identity Mirror!

Still having trouble identifying your Enneagram type? In my experience, some Enneagram types have more trouble self-identifying than others (see Table 1.2). Over the years, I have collected scenarios that I use to help people determine their Enneagram type. I call this the *Identity Mirror*. Below I share some of my favorite Identity Mirror sto-

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ries. Try putting yourself into each of these scenarios and think about what you would do. Perhaps you will see yourself in one of these scenarios reacting in the manner typical of your Enneagram type.

Table 1.2 – Enneagram Self-Identification

Type	Self-Identification
1	Easier
2	Harder
3	Easier
4	Harder
5	Harder
6	Harder
7	Variable – Can Be Easier or Harder
8	Easier
9	Harder



Type 1s typically have an easy time identifying themselves. They identify with the frustration in the struggle to “get it right.”

Type 1 Identity Mirror. Imagine that you are printing out a forty-page report and the printer runs out of paper on the last page. You reload the printer with new paper and print out the last page. As you assemble the report, you notice that the last page has an ever-so-slightly different shade of white paper than the rest of the report. What would you do? If you are Type 1, the answer is obvious: reprint the entire report.



Type 2s often struggle with identifying themselves. They are so tuned to considering the feelings of others that they have trouble examining their own feelings. They will even have trouble identifying that they are driven by feelings.

Type 2 Identity Mirror. Being the external emotion type, Type 2 wants an emotional connection with another person. This desire drives the 2 to interact with others. Curiously, if you ask Type 2s whether they need time alone, they will often say yes. If asked when they last spent time alone, they may have to think about it a while before they respond, if they can remember at all. Then, if you ask them how long they spent alone, they may say something like “30 minutes.” For the 2, spending 30 minutes without being around someone else can seem like a long time. I have noticed that Type 2s who live alone often have pets in order to fulfill the need for emotional connection and companionship.



Type 3s tend to self-identify easily. They look at the type descriptions, and they resonate with the type who is pursuing success and working hard to get it.

Type 3 Identity Mirror. Many people have clothes strewn about their bedroom—usually dirty clothes we have not yet put in the hamper. If you’re Type 3, the clothes strewn on your bed are likely clean! As the 3 starts their day, they try on different outfits and imagine the impact each will make on the people they expect to meet (and impress) that day. By the time they achieve the desired look, they are often running late and don’t have time to put everything away.



Type 4s may have an easier time self-identifying, although they may not want to share their identity with others for fear of making themselves more

emotionally vulnerable than they already feel. Generally, they are putting up a front in order to mask all the emotions they are feeling all the time.

Type 4 Identity Mirror. Type 4s tend to pine for what is missing, and as such the death of a loved one, or even a beloved pet, will often affect them deeply. They may grieve much longer than other types would expect. They often connect more deeply with books or films that include powerful death scenes. If you find yourself drawn to situations that evoke powerful emotions and pining for things missing in your life, then you may be a 4.



Type 5s have a harder time self-identifying. They are masters at assuming roles, depending on the environment and circumstances. They can often develop different personas—one for work, one for home, and one for friends. They may confuse these personas for their true nature since the 5 feels they can play the role of any of the types. Once the 5 self-identifies, they may be uncomfortable sharing that information with others since they are generally the least willing of all types to share personal information.

Type 5 Identity Mirror. The Observer 5 spends the day quietly absorbing information from the environment. In the evening before sleep, the 5 will relive the day, mentally replaying all the details. If you find yourself doing this consistently every day, you are likely a 5.



Type 6s tend to be reluctant to self-identify, though the behavior of the 6 is usually apparent to others around them. Since many of the natural behaviors of the 6 can seem negative—like worrying, questioning everything, and being skeptical—the 6 often refrains from their natural instincts in order to better fit in with the group. They deliberately

turn their pessimism into optimism as they look to the “bright side” or the “realistic” side. Their instinctive reluctance to act may turn to overconfidence or bluster. These behaviors help the 6 fit in and mask underlying anxiety.

Type 6 Identity Mirror. Type 6 has a propensity to say no to a new idea, even before they have taken time to consider it. This immediate reaction is a safety mechanism. Curiously, the 6 may say no even when they want to say yes and will experience an immediate feeling of regret. If you find yourself automatically saying no to new ideas, then you are probably a 6.



Type 7s may go either way with self-identification. Most commonly, they easily identify with their type since they resonate with the fun, talkativeness, and enthusiasm associated with the type. The other pattern I see is that 7s perceive the Enneagram type identification as a box, and they resist being put in a box.

Type 7 Identity Mirror. Type 7s abhor delivering bad news. They like keeping things light, fun, and positive. If they ever have to convey bad news, they deliver it as a *compliment sandwich*, layered between two compliments or positive thoughts. Often the recipients of such news are confused with this delivery, not quite knowing how to react. If you struggle to get to the point and deliver bad news without embedding it within other, happier conversations, then you are probably a 7.



Type 8s tend to self-identify easily. They resonate with the sense of confidence of the 8. Also, they easily recognize in themselves the direct, straightforward approach that the 8 uses to address situations.

Type 8 Identity Mirror. At times Type 8s will display anger, or so it seems to those around them. But the 8s themselves do not necessarily feel angry or confrontational in any way. They are “just having a conversation.” This pattern is common with the 8s; most 8s will say they have had the experience of people asking them why they are angry when they do not feel that they are.



Type 9s have trouble with self-identification. They are constantly putting themselves in others' shoes and imagining how others will react. When doing this, it is easy for 9s to lose their own sense of self. As the 9s explore the types, they see themselves in each, making it hard for them to land on just one.

Type 9 Identity Mirror. When 9s first awake, they immediately start processing how they are going to minimize conflicts during the day. They want to avoid conflict at home, at work, and at any planned activities. If you find yourself preparing to minimize conflict from the moment you awake, you are likely a 9.

A Word on Wings

In Enneagram parlance, *wings* are the numbers on either side of each Enneagram type. For instance, if you are Type 9, then your wings are Type 1 and Type 8. Wings can provide insight into behavioral variations in the types that may not be explained by the paths of integration and disintegration. For example, I use wings as a tool for understanding introversion and extroversion tendencies for each type. In the example of Type 9, some 9s are more outgoing and are said to have an 8 wing. Others are more introverted, and those are said to have a 1 wing. The pattern that one of the wings is more extroverted and one more introverted holds true in large part for all the types.

Other Triads

The Enneagram's main triads—(8-9-1), (2-3-4), and (5-6-7)—were described in some detail in this chapter. But there are two other sets of triads that we will explore in Chapter 7, “Work Team Triads: Two Balanced Brains”:

Temperament triads: (3-7-8), (1-2-6), and (4-5-9)

Harmony triads: (1-4-7), (2-5-8), and (3-6-9)

We will return to these triads in the context of building effective work teams.

Summary

Now that you understand the Enneagram types, you are ready to see how these nine puzzle pieces fit together to form the foundation for team-based problem solving. Understanding the Enneagram types of the individuals on your team, including yourself, is an important piece of this puzzle. This chapter is not intended to be a primer on the Enneagram. My purpose is to introduce the vocabulary of the Enneagram and to highlight the dynamics that each type contributes to team-based problem solving.

Having conversations with others about the Enneagram types is a great way to understand these nine dynamics and see them in action. TV and film are also a terrific playground to observe these dynamics. *The Wizard of Oz* is particularly poignant to me because it illustrates the Enneagram's three centers. For those curious, I place the cowardly Lion as Type 6, who aspires to be a courageous leader like a person in the Gut-Intuitive-Anger center; Type 6 has access to this along their path of integration to Type 9. The Tin Man is the suppressed emotion Type 3—core type of the Heart-Feeling-Emotion center—who

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strives to get in touch with feelings. And the Scarecrow is the affable Type 7—Head-Thinking-Anxiety center—who, by wanting a brain, represents movement along the path of integration towards the contemplative Type 5. As for Dorothy, I see her as the unflappable Type 9, facing every challenge with consideration, composure, and only a little bit of anger when really, really pushed. (Spoiler alert: Most of the film depicts Dorothy while she is sleeping—classic 9 behavior!)

The next chapter (Chapter 2, “Problem Solving with the Enneagram”) explains a framework I developed that puts these puzzle pieces together. Using this framework, you will be able to propel your team towards its goals.

