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Identifying Enneagram Types

Hornevian Groups
The Hornevian Groups indicate the social style of each type, and how each type tries to get its primary needs met. There are three styles: assertive, withdrawn and earning. The assertive types insist or demand that they get what they want, the withdrawn types withdraw or move away from engagement to get what they want, and the earning types earn or do what is expected and/or required of them to get what they want.

The following table shows the Enneagram types in each Hornevian Group.

<table>
<thead>
<tr>
<th>Attention</th>
<th>Security</th>
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<tr>
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Harmonic Groups
The Harmonic Groups indicate how people will respond when they do not get what they want as indicated by the triad they are in. This is referred to as Response Style later on in these notes. They reveal the fundamental way that our personality defends against loss and disappointment. The Harmonic Groups are, positive outlook, competent and reactive. The positive outlook group respond to conflict and difficulty by adopting a positive attitude by reframing disappointment in some positive way. The competent group have learned to deal with difficulty by putting aside their personal feelings and striving to be effective, objective and competent. The reactive group react emotionally to conflicts and problems and have difficulties knowing how much to trust people.

The following table shows the personality types in each Harmonic Group.

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<tr>
<th>Attention</th>
<th>Security</th>
<th>Autonomy</th>
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<tbody>
<tr>
<td>Positive Outlook</td>
<td>Type 2</td>
<td>Type 7</td>
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<tr>
<td>Competent</td>
<td>Type 3</td>
<td>Type 5</td>
</tr>
<tr>
<td>Reactive</td>
<td>Type 4</td>
<td>Type 6</td>
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NOTE:
When you are looking at other people and trying to identify their Enneagram type, you also need to consider whether or not the person you are assessing is in their normal state or whether or not they could be operating in either their stress point or their security point. When they are operating in either of these points, they will display the behaviours relating to that particular type.
Working With and Engaging Others

The information on the following pages, outlines some of the characteristics for each Enneagram Type in the area of leadership as well as in normal working relationships.

These are a guide in the understanding and preparation for developing effective relationships at work. These characteristic descriptors should be read in conjunction with all of the other information on the Enneagram Types.

You also need to consider your Enneagram Type and Emotional Health Levels when analysing how someone you work with is behaving and performing. You also need to monitor whether they are in a stress or security point for their type too.

How much of their negative behaviour is as a result of how you behave with them. Are some of the behaviours of your Enneagram Type actually negative behavioural triggers for some of the other types?

In many cases it is difficult to change others behaviours without first changing our own.

This is not always easy, as we need to first recognise that by changing the way we do things, will have an impact on those around us. This takes practice and perseverance over a period of time before it becomes a more natural way of being.
Type 8: (at Level 5 Emotional Health Level)

As Leaders:
Eights are direct and assertive. What you see is what you get.

Eight leaders prefer to centralise power rather than to delegate. They find delegation difficult because they want to keep control. However, when they do delegate they keep an eagle eye on the results.

No News is good news. Eights are sparing with compliments and praise.

Eights hate to be blindsided by poor information. They like to have lots of information that make any decisions necessary, obvious.

Self-disclosure is the key to working with Eights. You don’t have to agree with their opinions, but you must make your views known.

Working With:
Eights will assume leadership if they think no one is in control.

If the Eight confronts you, make sure you stand up to them. Eights see those who don’t as wimps and not worthy of respect.

It is important to understand that an Eight’s offensive and aggressive behavior is a sign of their insecurity about things being out of control, unjust or unfair.

If you are an Eight’s manager, it is important to take command from the outset. It is what the Eight will respect.

Don’t expect the Eight to necessarily follow the rules. Eights will be inclined to bend the rules to suit themselves or to improve the system as they see it.

An Eight will respect your competency as a leader if you enforce clear boundaries, and confront them immediately when they have overstepped the mark.

Eights see their own opinion as the correct approach - “My way or the highway”.

Don’t ever tell an Eight what they can’t do, unless that is what you want them to do.

Tough as it may be, Eights prefer that you tell them directly and bluntly when they are screwing up or making you mad.
Working with the Enneagram Types

Type 9: (at Level 5 Emotional Health Level)

As Leaders:

Nine leaders can get torn between two points of view, examining the alternatives at great length and then missing the opportunity.

The best Nine leaders are genial and non-directive. They inspire and operate by consensus. They also tend to be process oriented.

Nines like to have a comprehensive picture completed in their mind before they fill in others on the detail.

Nine leaders will want recommendations from every sector or stakeholder before they make a final decision.

Nines find conflict very difficult, and will avoid it where possible.

Working With:

Nines flourish in conditions of positive support, but they avoid self-promotion. They want recognition but will not ask.

A Nine will want consistent guidelines to work towards so that too many decisions don't need to be made. Nines have a desire to rely on schedules and to avoid complex decision-making.

It is important to seek out and recognise the Nine’s contribution and also to ask him for feedback. Whilst the Nine is very hesitant to speak up about dissatisfactions, he will more likely embark on a go-slow campaign, or simply omit to get things done if unhappy in any way about his situation or conditions.

Nines have a natural desire to respond and be reactive rather than be pro-active and dynamic.

Don’t mistake a Nine’s silence for agreement.

Establish very clear performance goals for Nines, and put them in writing. Focus on agreed upon stopping points and deadlines.

Don’t be controlling or domineering as Nines resent it. Work towards collaboration and cooperation.

Nines are energised by a productive routine and other people’s enthusiasm for projects.
Type 1: (at Level 5 Emotional Health Level)

As Leaders:
The best One leaders are rock solid and conscientious, and begin with the end in mind. They hold a clear vision of the correct result and the best way of getting there.

Ones have a tendency to correct others, and often use criticism rather than praise. They tend to mandate and prescribe, and keep people on the designated track.

The Ones guiding notion is quality control. Quality and control go hand in hand.

One’s leadership is executed by initiating a perfect plan and designating responsibility for each part.

Ones like to plan in detail and like to follow the plan rigidly.

One leaders have often risen through the ranks and will tend to notice who are the hard workers, team players and those who are not.

One leaders find it hard to delegate responsibility, as they worry about getting the job done right.

Working With:
Ones need a plan to work towards so either develop a plan together or allow the One to develop their own plan within the context of your project.

Ones like specific guidelines and schedules. Loopholes can even be traumatic.

Be on time, Ones are devoted to staying on schedule, and if you make them late they will not easily forgive you.

When you praise a One for their performance you need to be specific about the details. The same goes for discussing deficiencies in performance.

Play by the rules. Ones like lots of structure and definition in their assignments and reports. If you are the boss, explain how you want something done. If your boss is a One find out how they would like it done and do it their way.

One’s prefer doing to feeling. They want to focus on work rather than work relationships.

They are very practical, reshaping abstract approaches into step-by-step procedures.
Working with the Enneagram Types

**Type 2: (at Level 5 Emotional Health Level)**

**As Leaders:**

Twos are effective leaders, although many position themselves as the power behind the throne, as this is a whole lot easier as they don’t have to deal face-to-face with hostility or rejection.

Two leaders are sometimes referred to as ‘servant leaders’, as they are seen to favour the idea of inverting the traditional organisational structure. Thus everyone in the organisation is there to serve the frontline staff.

For a Two leader, people are the focus. They lead by empowering, engaging and inspiring others. Their style is about developing key people and relationships.

The emphasis is on identifying needs and fulfilling those needs, although in the average health levels, there is often an “in group” and an “out group”. If you’re out you won’t be dealing directly with the Two.

Image is also crucial and Twos align with powerful and successful key figures. Success for them is measured by their effect on customers and employees.

**Working With:**

Two like dealing face-to-face best.

Average Twos are seeking approval by doing helpful deeds. They will only continue to “help” if you are appreciating what they are doing for you. Ensure that you give genuine appreciative comments for work well done. Never take a Two for granted.

When you work with a Two, you must remember that they place a high priority on people and having their emotional needs met.

Be aware that the Two will be wanting to be attractive to others, and form relationships. When they do this with others, try not to assume that they are therefore not on your side.

While you are in the midst of talking about your grand plans, be aware that the Two, in wanting to help, may well go off and put them into action hoping to be appreciated for it. If this is not what you want, they can feel very rejected. Be sure to explain to them, that at this stage these are just thoughts, not decisions.

A Two will either love you or hate you, and that will depend on how you treat them.

Average Twos need to be strongly supported at the beginning of a venture until they are on their feet. Once in motion they perform well.
Type 3: (at Level 5 Emotional Health Level)

As Leaders:
Leadership is a Three’s preferred position. Their style tends to be a highly functional one; always demonstrating a voracious appetite for hard work with a focus on goals and objectives.

Three leaders thrive on measuring their achievement and on keeping others focused on getting results.

Threes will change or adapt their style to what is popular for high performers in that environment. They are often described as chameleons due to their ability to adapt and fit in.

Threes produce for a bonus or compete for titles. They are acutely aware of differences in status and aspire for the highest level they can attain.

Get on their list. You will not be able to get their attention unless you make an appointment to see them. Do not expect to drop into their office and schmooze. They are busy.

Working With:
They have a tendency to assume their ability – “the instant expert”.

They confuse their real self with the work role – “I am what I do”.

Be prepared and well organised and get to the point. Do not waste a Three’s time. They are busy people. Do not interrupt them when they are in full flight.

Do what you say you are going to do.

Set clear parameters for success. Be explicit about what is to be accomplished and how performance will be measured.

Average Threes have a tendency to focus on quantity not quality.

Threes like to know that their efforts are valued. They like clear feedback and praise on how well they are doing. They pay selective attention to positive feedback, but are often intolerant of criticism and place responsibility elsewhere when failure occurs.

Threes like short-range plans and deadlines or reasonable stopping points for the praise they desire.

Their priority is to be efficient and save time, even if this means cutting corners. They can take shortcuts, do several things at once and tend to the details later.
**Type 4:** (at Level 5 Emotional Health level)

**As Leaders:**

The Four leader is typically a romantic, passionate star who holds to a strong personal vision and inspires with the force of personality.

The authority of Fours comes from what they know. Their chief strength and greatest weakness as leaders come from the same place: an unwillingness to compromise their vision.

Fours are active in pursuing an elusive goal, but the realities of achievement are problematic. It’s just not that interesting when there is no drama. The Four leader wants to stay emotionally engaged.

They excel in a business approach where unique presentation counts.

Four leaders achieve goals and results so as to be distinctive from others.

**Working With:**

They want distinctive work and prefer a job that calls for creativity, even genius, a unique approach.

They need to feel respected in the workplace for personal vision and ideas.

Their efficiency is tied to mood. Attention gets displaced from tasks when emotional life takes over.

They like to be connected to special authority, to those in the field who stand for quality rather than popularity.

Fours feel demeaned by having to perform what they see as plebeian work. This is defined differently for every Four.

Honour the Fours unique depth and insight. If you want them to work hard and well, show how a project needs their personal touch. So much depends on the Fours enthusiasm for the project.

Their creative idea is everything. Fours want to feel that their creative ideas have been received, understood and appreciated.

Be empathic with a four rather than helpful. Instead of giving Fours the answer, give them the opportunity to express themselves.
**Type 5: (at Level 5 Emotional Health Level)**

**As Leaders:**
Fives like to be in charge and can be ambitious, relentless and intimidating in pursuit of control and rewards.

The best Five leaders make you feel part of a group of special initiatives with access to special knowledge that is your responsibility to shepherd and refine.

People want to follow Fives, because they have knowledge that is worth knowing, the most sophisticated, the most profound or at the cutting edge – and they know how to use it.

Capable of high-level abstract thinking, Fives can reduce a great deal of information into a core proposition with ease.

Five leaders can wait; they don’t panic in the short term as long as the basic necessities are accounted for.

**Working With:**
Fives love inside information. They want that special piece of knowledge that will give them the edge or provide a relevant insight.

Fives delight in the details. What may be too trivial for you may be the central fact for a five.

Fives like time to think about problems posed or information requested, so that they are sure to give you the best answer.

Fives will generally avoid any conflict.

Fives respond well to being asked for their help in solving a problem, as it promotes their self worth for the knowledge they have.

Fives value unemotional decision-making. They can usually see through flattery and charismatic leadership.

Fives are able to notice all the nuances of the people within a meeting as well as gather all the necessary information. This enables them to give a brief and accurate summary of all that has been said.

Fives tend to like their privacy, and they often seem quiet, but in actual fact they are observing everything and taking it all in. Healthy Fives can be quite extroverted when it is needed and can even look like Eights.
Working with the Enneagram Types

**Type 6:** (at Level 5 Emotional Health Level)

**As Leaders:**
Sixes are masters at “circling the wagons” to defend against a common enemy. As leaders they can come alive under adversity, as they can lead with clarity and strength against a known difficulty. Procrastination develops in the absence of opposition.

When Sixes overcome their sense of doubt and decide to be courageous in their leadership, they can become among the most thoughtful and determined leaders.

Sixes have a tendency to focus on the flaws. A common comment for sixes is “yes, but what if...” They keep refining and improving and can work with great fortitude and endurance for a long time.

Sixes like to air all the negative expectations before attention turns to positive alternatives. They like to be sure that any potential threats have been accounted for.

**Working With:**
Keep your word with Sixes. Nothing helps the relationship more than the sense that you mean what you say and that you have integrity and can be trusted.

Don’t assume you can gain the Sixes trust immediately, as you have to earn it.

Sixes have strong analytical powers, with their attention swinging to all of the “What if .. ?” type questions, as they try to foresee all of the pitfalls. They often play the devil’s advocate.

Sixes are strong on loyalty once you have earned it. Once you are on their team they will help fight your battles as they were their own.

Unchecked enthusiasm is scary for sixes, so “salt” the positives with negatives to show that you have considered both sides of the coin.

To get the best from a Six, share your thought processes and the reasons why you want something done. Never order them around.

If there is a work problem, lay it on the table straight, as Sixes understand trouble and most will want to help, particularly if you are the underdog.

Lay out clear plans with fallback positions. Sixes don’t like surprises. Sixes want security and predictability. They want back up data and contingencies.
Type 7: (at Level 5 Emotional Health level)

As Leaders:
Seven leaders - who are generally visionary types, manage by wandering around. They formulate a vision and communicate with charisma.

A Seven’s strength lies in being able to correlate different kinds of information into a coherent pattern.

Sevens are at their best in a fast paced, quickly changing environment that depends on planning and the synthesising of data. They typically have several projects on the go at once, or are active in several aspects of a single project.

Sevens are usually very good at empowering others, a process they make easier in virtue of their friendliness and personable disposition.

Working With:
Sevens can prefer ideas and theory to implementation. They will open up new ways of doing things to avoid the routine tasks that confront them.

Share your problems with a seven, as they like being a part of the process. What you see as a problem they may see as an interesting opportunity.

Let Sevens share their vision and enthusiasm. Sevens feel supported by others commitment to their individuality, experimentation and creativity. Don’t clip their wings too soon by judging or focusing on picky details.

You will get the best out of the Seven when you allow them to be the inventor, meeter and greeter.

Make sure you set reasonable and clear deadlines as follow-through is not the Seven’s strong suit.

If you are the Seven’s manager be sure to put them in a position where they are, to a large extent, protected from boredom. They will be hard working as long as the tasks are remaining stimulating, challenging and varied to them.

Directly supervise the final phases of a project as the Seven can easily become derailed and go off in their own directions when things become boring. Do not assume commitment to the end.

When you are planning to discuss a performance review, be aware that the Seven can become easily enraged at negative feedback. It is better to set the problems in the context of a fresh start.