



# The Enneagram at Work

# THE ENNEAGRAM AT WORK

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## What Is The Enneagram?

The Enneagram is a nine-pointed diagram (ennea = nine in Greek, gram = diagram). Each number represents a pattern of ways in which we see and operate in the world...nine different lenses, worldviews, thoughts, and behaviors. The Enneagram is thousands of years old and more recently the typology has been integrated with modern psychology and neuroscience to apply to our everyday life and work.

The diagram works as a map to bring to light our automatic responses, and unconscious strategies which we develop throughout our lives to help us cope and navigate in our world. We lead with one type throughout our lives. Each type has four related types and varying levels of how the type comes into play depending on our current circumstances. Knowing our type allows us to examine our patterns using our own insight and experience for awareness and growth. Thus, we are not boxed into one type. Rather, our awareness helps us to learn and grow.

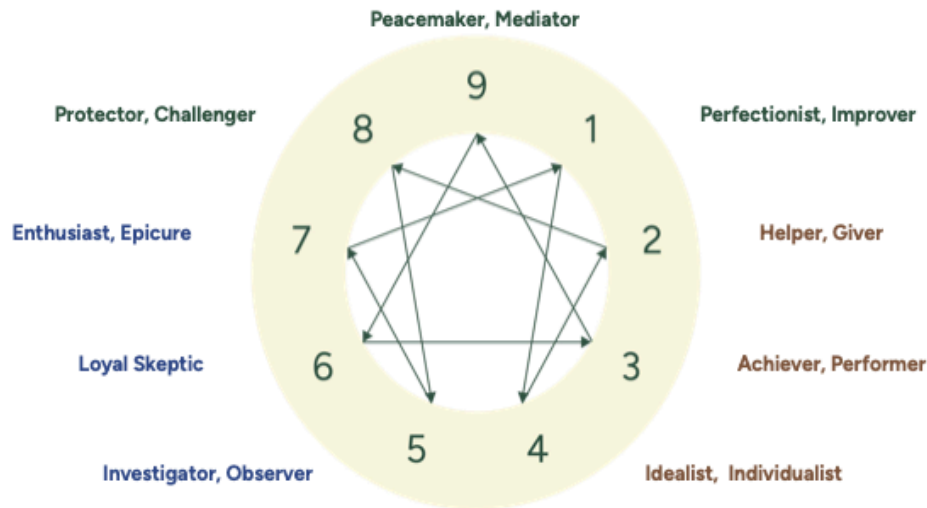
The Enneagram is used as a tool to improve culture in businesses such as the Walt Disney Company, Kaiser Permanente Research Center, the Federal Reserve Bank, CIA, Motorola, and Shell.

All the patterns have positive and negative aspects, and we all have some of each type in all of us. We see how we respond to life, filter feedback, give feedback, how we follow, how we lead, and how we can work best as a team.

### The Enneagram

Each of the nine Enneagram types is influenced by its wings (the two types on either side of the lead type) and two other types, where we can automatically shift to in times of stress and times we are feeling secure.

## The Enneagram System of Personality Types



### THE ENNEAGRAM AT WORK

#### Why the Enneagram?

The Enneagram helps us identify not just behaviors, but the *motivation* for our behaviors and where our *focus of attention* tends to habitually go. Different types can act the same but are coming from different core beliefs and motivations..

#### Why the Enneagram at Work?

**Many of our habits and reactions are automatic (knee-jerk) and arise without us even knowing. We tend to believe them** (ie..*"How can she be so mean?" She didn't smile at me, therefore, she hated my proposal"*) **and they influence our behavior. We can project them onto others as well.**

The Enneagram helps us to see that we all operate with auto-patterns, and not to take it so personally (both our own reactions and those of others). The patterns are unconscious, thus we are largely unaware of them. Once we are aware of our habits, we can begin to change them; we give ourselves options to respond rather than react.

1. There are nine different lenses through which we see the world.
2. Teams that communicate better are more successful. The Enneagram is a tool to better understand ourselves and others (colleagues and clients) to encourage more trust, compassion, understanding, and communication.
3. The Enneagram provides a common understanding and language when team building and working towards a common goal.
4. The Enneagram helps us to become aware of the stories we tell ourselves, about ourselves and others, which can impede productivity. This supports less drama.
5. The Enneagram is a map to our strengths and weaknesses and can be used as a tool for awareness and growth.

## THE CENTERS OF INTELLIGENCE

We all have 3 centers of intelligence. We receive information through our head, heart, and body ( though sometimes it can seem that we receive all of our information through thinking). Each type relies more on one center to filter information.

### **BODY CENTERS - Types 8,9,1**

Body types rely on their bodies; gut instincts, security, and environment as they filter information. They unconsciously place attention on their environment, practicality, and belonging. (I can be stubborn about myself and my place in the world)

### **HEART CENTER - Types 2,3,4**

Heart types rely on their hearts, emotions, and their relationship with others as they filter information. Their unconscious focus is on how others perceive them to find value in themselves. (I see me the way you see me)

### **HEAD CENTER - Types 5,6,7**

Head types rely on their heads; ideas, thinking, and figuring things out as they filter information. They unconsciously focus on certainty, safety, and planning as they process how to take action. (Is it safe?)

## SUMMARY OF THE NINE ENNEAGRAM TYPES

### TYPE 8: THE PROTECTOR, CHALLENGER (Body Type)

#### What's most important, motivation and focus of attention:

- Eight most value truth, fairness, and power.
- Motivated by maintaining justice, control, power, and protecting the weak; not appearing vulnerable.
- Unconsciously protect themselves ( and others) from being taken advantage of or overpowered in an unfair world.
- Focus of attention is on power, fairness, and deception.
- Avoid feeling or appearing vulnerable in any way they view as weak.
- The strong visionaries and the doers on the team. Great at envisioning the big picture.
- They can spot who has the power in a group.
- Generous. Can be funny ( sometimes self-deprecating)and likeable.
- Strong and fearless.
- Don't like to interact with people who seem weak to them or who speak indirectly.
- Protectors of the underdog and people or groups that are important to them.
- Can be vengeful when they perceive that they or someone they want to protect is wronged.
- They believe their own truth is true and may present as forceful.
- Comfortable with conflict and anger. Very direct and blunt.
- Can be intimidating which can surprise the eight as their intentions are actually good.

#### Strengths:

- Eights are great leaders.
- Good at tackling challenges.
- Good mentors.
- They have a good view of the big picture.
- Big ideas which they are good at implementing.

#### Weaknesses/blind spots:

- Eights can tune out what they don't want to hear.
- Can be too forceful, thus being intimidating and difficult to collaborate with.
- May not realize their impact on others.
- Can be inattentive to their own limitations such as working through illness.

**Communication and body language:**

- Eights have a big energy and are forward-moving.
- Solid in their stance.
- They can be a presence in the room, whether they are loud or not.
- They can modulate themselves accordingly for the most impact.

**Giving feedback:**

- Eights can be very (possibly too) direct when giving feedback, and not notice their effect.
- They can have a my way or the highway stance.
- Appreciate someone who can speak clearly and not be scattered or weak.
- Prefer fewer words and directness.

**Receiving feedback and listening filters:**

- Eights can close off to what they do not want to hear or when they sense weakness in the giver.
- They will look for who needs protecting or criticism.

**Patterns to notice for growth:**

- They can notice when they are too strong or forceful and the effect /impact that their words or behavior is having on others.
- May apply more force than is needed at times.
- Can tend to believe only their own truth.
- Can notice when they are uncomfortable with having or showing emotions.

**Eights at their best (practicing growth):**

- Eights at their best can be giving, open, supportive.
- Protective.
- Aware of their impact on the environment around them, step back and listen before responding.
- Can be great mentors.
- Have a big vision, adding value to the team.

**Supporting Eights:**

- Be direct and brief in conversation.
- Be prepared and confident.
- Let them know of their impact on others, allowing that their intentions are positive.

## TYPE 9: THE PEACEMAKER, MEDIATOR (Body Type)

### What's most important, motivation and focus of attention:

- Nines most value peace and a harmonious environment.
- Motivated to maintain their peace, and avoid discomfort, they will go along to get along, merge with others, and focus on a comfortable environment.
- Focus of attention is on others and their environment.
- Unconsciously believe that they must go with the flow to be totally accepted.
- Can be out of touch with their wants or have wants but not express them.
- Mediators on the team and provide a warm environment.
- Any expression of their needs or divergence of opinions may feel like a conflict.
- They may place comfortable routine tasks ahead of bigger priorities and can have trouble taking action.
- Though appearing calm and peaceful, they can have anger at not getting their needs met (can be hidden even to themselves), though they haven't asked.
- Inwardly stubborn about being told what to do.
- May say yes and mean no or not follow through.
- Can need time to process.
- May have trouble making decisions as they see all sides and options.

### Strengths:

- Nines have a great ability to see all sides.
- Good at mediating ideas or conflict and finding consensus.
- They are warm, good listeners, and provide a safe environment.

### Weaknesses/blind spots:

- Because of their ambivalence to their own opinions, they may appear unclear and may take some time to process.
- People may not know what to expect from nines (want more clarity) as they can hide their truth.
- May have repressed anger at not being heard or listened to, even though they often do not express a need to be heard or a strong opinion.
- Can think they are clearly expressing but are holding back or being polite.

**Communication and body language:**

- Nines appear warm and invite people to open up.
- They are grounded in the body and have friendly demeanors.
- They affirm often, smiling, nodding or expressing that they are listening by saying yes often.
- They speak sequentially and often will want to provide context.
- May be quiet, especially in a meeting of many people, deferring to others
- Can say yes (or not respond) when they mean no.

**Giving feedback:**

- Nines often do not want to give negative feedback so they may sugarcoat it or not give it at all.
- They avoid conflict and may present all sides such that the feedback loses credibility.

**Receiving feedback and listening filters:**

- Nines will listen for where they are not heard and what is expected of them.
- They may take time to process and may be tuned out even when they appear to be listening,
- May not reveal their true reactions.

**Patterns to notice for growth:**

- They can notice when they are not revealing or accessing their true wants or being direct..
- Realize when they do not take action on important matters, choosing instead to improve their physical environment or prioritize more peaceful matters, focusing on more routine matters.
- Notice when they are going along to get along, thinking they do not have an opinion when they actually do.
- Notice when they are viewing conflict as threatening their peace or the peace of the team.

**Nines at their best (practicing growth):**

- At their best, a Nine is a valuable mediator as well as a contributor.
- Nines at their best are optimistic, confident, goal-oriented, and can set boundaries.
- Communicate directly and take right action, putting the most important priority first.
- They can allow conflict, directness, and openness as healthy and necessary to the process.

**Supporting Nines:**

- Allow Nines the time to access their wants and process other's points of view.
- Encourage them to participate and engage.
- Ask them what they want.
- Appreciate what they offer to a team, seeing all sides and providing an open, warm environment.

## TYPE 1: THE PERFECTIONIST, IMPROVER (Body Type)

### What's most important/motivation and focus of attention:

Being a good, correct person is most important to Ones. Getting it right.

- Their motivation is fairness, to perfect themselves, others, and the world.
- Their Focus of attention is on what needs fixing.
- Unconscious belief that to be accepted they need to be perfect.
- High personal standards (inner critic) and high standards for others.
- The refiners of the team.
- Funny, dry sense of humor.
- They like structure and are efficient and fast-paced.
- They look for fairness and to fix what is not perfect (small or large scale), doing what they *should do* (and expect the same from others).
- Think in terms of good/bad/right/wrong and can be righteous.
- Hard-working, and disciplined, the One will not prioritize relaxing or playing.
- They stay tightly managed.
- They love perfection.
- Do not feel that they should show anger (not what a good person does), resulting in low-level repressed anger appearing as resentment.

### Strengths:

- Dependable, fair.
- High standards.
- Refiners on the team. Will get it done (right!).
- Direct.
- Good problem solvers.
- Quick decisions.

### Weakness/Blind spots:

- Can seem critical even when they are not.
- Can undervalue others' opinions.
- Tend to get burnt out as they rarely let themselves relax and play.
- Workload can seem unfair as they give so much and may be critical of others (and themselves) who do not meet their high standards.
- They can get impatient and assume it is easier to just do it themselves.
- Can forget to accept themselves, others, and situations as they are, always looking to correct.

**Communication and Body language:**

- Appear tight, may purse their brow.
- Hold tension in the neck and look rigid.
- Appear self-controlled. Direct gaze.
- Appear well groomed.
- Very pointed movements while speaking.
- Can seem serious.

**Giving feedback:**

- May appear intense or sermonizing,
- Direct and concise.
- Can be opinionated, seem impatient,
- Show more resentment and annoyance, rather than full-on anger.

**Receiving feedback and listening filters:**

- Can be defensive...seeing feedback as criticism.
- Listens for whether the other is behaving correctly or responsibly.
- Scanning for inequity.

**Patterns to notice for growth:**

- Ones can notice that they are looking for what needs correcting in themselves, others or a situation.
- Ones can notice anger at what they perceive as unfair or irresponsible.
- They can set a bar for standards high and then set it higher, never accepting.
- They tend to control so that a job gets done correctly, according to them.

**Ones at their best (practicing growth):**

- Efficient and productive team members.
- Collaborate and delegate.
- Creative, and will get the job done, also allowing for others to grow.
- Notice their seriousness, and allow for natural imperfection.
- Celebrate successes.
- Very clear on expectations.
- Allow themselves to rest and be more playful.

**Supporting Ones :**

- Give specific, precise feedback.
- Be accountable to agreements.
- Take responsibility.
- Be aware of their high alert for criticism and emphasize positive feedback.
- Encourage them to rest and play, and appreciate their hard work.

## TYPE 2: THE HELPER, GIVER (Heart Type)

### What's most important/motivation and focus of attention:

- Successful relationships and being helpful are most important to a Two.
- Motivated by connection, helping, and being needed.
- Their focus of attention is on others and how they can help them.
- Unconsciously believe that their value is based on how they help and give.
- They are interested, cheerful, giving, sympathetic, and good listeners.
- Work behind the scenes.
- Support and cheerleaders of the team.
- Can ignore (or be unaware) of their own needs and can have difficulty accepting help.
- Unconsciously proud of knowing what others need and providing it.
- May pick out who in the room is important to them, or if someone needs protecting.

### Strengths:

- Great team player who will usually say yes to anything.
- Team cheerleader.
- Anticipates the needs of individuals and teams and strives to provide help.
- Knack for knowing what is helpful. This can apply to individuals, social causes, or the larger organization.

### Weaknesses/blind spots:

- May overwork themselves to the point of burnout.
- Can overpromise, and then become resentful when it is hard for them to deliver.
- May be intrusive, assuming people want help when they do not, or assuming they know what is best.
- Because they are unaware of a want for reciprocation, they may bottle up resentment which may show up in outbursts or brewing resentment, when help or giving is not appreciated or returned.

### Communication and Body Language:

- They ask a lot of questions, and are truly interested in others,
- Smile a lot, with their energy bubbling over and forward-leaning.
- Appear open, soft, and receptive.
- Can seem angry when they disagree or feel taken advantage of.

**Giving Feedback:**

- Two's give lots of compliments and are open to listening to others.
- They give advice freely.
- Tend to think that they know what is best.

**Receiving feedback and listening filters:**

- Whether the other is receptive to their want to help.
- Listen for criticism of someone they want to protect.
- They want the other to like and stay connected with them.
- Look for fairness.

**Patterns to notice for growth:**

- A reluctance to say no, or automatic yes.
- Notice if burnout is happening.
- Need to know what is best for us and provide this to others.
- Notice when they are not open to receiving help or tuned into their own needs.

**Twos at their best (practicing growth):**

- Collaborative team members who are tuned into the needs of individuals and the group, but know when to allow others to take responsibility.
- Say no.
- Tune into what they want and ask for it.
- Check-in to make sure that they are not draining themselves or burning out by taking on more than is their responsibility, both emotionally and physically.

**Supporting Twos:**

- Ask them what they need.
- Do not let them take too much responsibility.
- Be positive.
- Offer feedback in a balanced way.

### TYPE 3: THE ACHIEVER, PERFORMER (Heart Type)

#### What's most important/motivation and focus of attention:

- Image, tasks, goals, success, and winning are most important to Threes.
- Motivated by what others think of them, being successful in the eyes of others, and their image (whatever that looks like to them).
- Unconsciously believe that they are valued for what they do not who they are.
- The high achiever, and performer on the team.
- They focus on tasks and goals, believing that they must keep going for things to get accomplished.
- Hardworking and like to be recognized.
- Very adaptable to all types of people, adept at being whoever the other wants them to be.
- Efficient and look for what purpose an activity has rather than if it is enjoyable.
- Relational, interesting, and upbeat.
- Don't indulge much in emotions (not useful) and can be impatient with others' emotions or when others delay or impede their task or goal.

#### Strengths:

- Very productive, and goal-oriented.
- Very scheduled, they will get the job done, and are great implementers.
- Optimistic, positive, and adaptable to all different types of people.
- Good leaders and motivators and have good ideas.
- Stay on task and in general are very successful, especially in today's American culture.
- Value success and do not like to deal with failure ("failure is not an option").

#### Weaknesses/blind spots:

- Can work themselves to the point of burnout without realizing it.
- Pack their schedules and may not leave any time to indulge in relaxing, emotions, or time to just be.
- Can be driven, and impatient with people who don't get to the point, interfere with their goals, or seem incapable.
- Can appear abrupt, insincere, or seem rushed.

#### Communication style and Body language:

- Threes speak directly and efficiently with a logical, short, sequence.
- They appear confident and positive. Good storytellers.
- Prefer topics that they know about and do not like to speak to failure or what may reflect negatively on them.
- They look and act put together.
- Scanning for others' reactions to them.

**Giving feedback:**

- Direct to the point where they can be perceived as being short or dismissive, especially when the other is long-winded.
- Avoid failure and topics that they don't have knowledge of.
- Can appear impatient when they perceive that the other is incompetent.

**Receiving feedback and listening filters :**

- Look to discern whether the information will reflect positively on them.
- The competence of the person giving the feedback.
- How the information will affect their own goal.
- Whether the person is talking too long.

**Patterns to notice for growth:**

- They can be impatient with emotions, both theirs and others.
- Can overschedule and overwork.
- Can leave others behind in their pursuit of goals.
- May forget to connect with people on a personal level.

**Threes at their best (practicing growth):**

- Base their activities on what fulfills them regardless of what it may look like to others.
- Notice and feel their emotions.
- Slow down and avoid burnout, allow themselves to rest, and just be.
- Being open to others, their emotions, and ideas.
- Competent and successful, and at the same time knowing that it is who they are, not what they do that is most important about them.

**Supporting Threes:**

- Encourage Threes to take a break.
- Know that they like to work fast and don't waste their time.
- Allow them to talk about themselves honestly.
- Support them in their goals and endeavors.
- Be direct and knowledgeable.
- Recognize their efforts and achievements.

## TYPE 4: THE IDEALIST, INDIVIDUALIST (Heart Type)

### What's most important, motivation and focus of attention:

- Being unique, meaningful, and having their own experience is most important to Fours.
- Their motivation is to be authentic and special.
- Their focus of attention goes to an ideal situation, or what is missing.
- Unconsciously believe that something is missing and that they can fill it to be accepted.
- They can experience a wide range of emotions and are not afraid to do so.
- Seek meaningful connection.
- Very empathetic and good listeners.
- Divergent thinkers on the team.
- Often creative and or artistic and able to curate special experiences as they can be unsatisfied with the ordinary.
- Prefer meaningful interactions and jobs.
- They can be dramatic (believing no one understands them) or caught up in their emotions and sharing them.

### Strengths:

- Fours bring fresh, creative ideas to their team.
- Will improve the aesthetic of what they are working on.
- Being empathetic makes them a valued member of a collaboration.
- Very relational and like to work with others.
- Bring passion to the job and their vision.

### Weaknesses/blind spots:

- Fours can be emotional (varying emotions perhaps quick swings) and can expect people to go along with this.
- Can be impatient with mundane or “meaningless” tasks.
- Can appear dramatic and be prone to melancholy and or sadness.
- They may “test” colleagues to see if they can trust them.
- Colleagues may feel that they are walking on eggshells.

### Communication style and body language.

- Fours are expressive and personable; convey their passion by their words.
- Self-referencing (see through the lens of their own experience).
- They will appear with some uniqueness.
- At times appear sad, or have sad-looking eyes.

**Giving Feedback:**

- Fours will be direct in their feedback.
- Want to be heard until they are done speaking.
- May expect certain reactions or preconceived expectations that they may or may not have conveyed.
- Can indicate dissatisfaction when expected response doesn't happen.
- Tuned into others and will give each interaction much attention due to their empathic nature.

**Receiving feedback and listening filters:**

- Fours may listen for being misunderstood.
- Take feedback seriously and may focus on the negative part even if there is positive delivery along with it.
- Enjoy meaningful interactions.
- They will listen until feedback is finished.

**Patterns to notice for growth:**

- Tendency to look for what is missing.
- Notice that they tend to believe their emotions and need to express them immediately.
- Fours should practice remembering that they can move on from an emotion, look at the facts at hand, and focus on the positive.

**Fours at their best( practicing growth):**

- Creative and empathetic.
- Fulfilled with meaningful relationships and work; know that what is right here is enough and that they are enough.
- See the completeness in the ordinary and create full, healthy experiences and relationships.

**Supporting Fours :**

- Listen to them, allowing them to express themselves.
- Encourage them to look at the facts and move forward.
- Allow them creative expression as they will see creative solutions.

## TYPE 5: THE INVESTIGATOR, OBSERVER (Head Type)

### What's most important/motivation and focus of attention:

- Competence, knowledge, and conserving their energy are most important to a Five.
- Motivation is to conserve their energy, not to become depleted.
- View the world as demanding a lot of energy from them.
- Focus of attention is on who or what may take too much of their energy
- Unconsciously feel their value is based on being the expert and being knowledgeable and that knowledge can equal safety.
- Knowledge, information, and competency is paramount, unconsciously to avoid fear. They want to figure things out.
- They are the experts of the team.
- Conserve their energy by being private or needing solitude.
- Usually quiet but may be talkative if they are talking about a subject that they are knowledgeable about.
- Can compartmentalize and most prefer to be by themselves, up in their head with their own thoughts.
- Prefers to observe more than engage. Values privacy and physical and emotional boundaries.
- Enjoy projects and hobbies.
- Modest.
- More thought-based than emotional.

### Strengths:

- Very analytical and good at gathering data.
- Can be very creative and supportive, good listeners.
- The experts on a team, valued for their research and knowledge.
- Not overly emotional, so objective and rational.
- Work well (and prefer to work) alone.

### Weaknesses/blind spots:

- May appear unfriendly, standoffish, or be too independent.
- Can impede collaboration by being too private.
- Can delay action waiting for more data.
- If their competence is challenged they may become sharp and angry.
- Can become isolated.

**Communication style and body language:**

- Usually precise and to the point, without showing a lot of emotions.
- Can be private.
- Self-contained, they speak without a lot of expression.
- Will not just chat to chat unless it is a subject which they are proficient in.
- May appear to be on the outside or uninterested, tending to look inward.

**Giving feedback:**

- Very straightforward or avoid feedback entirely.
- May give snippets and need to be asked for clarity, or they may be very lengthy in their explanation.
- Careful in their use of words. Will use factual rather than emotional words.

**Receiving feedback and listening filters:**

- May get upset at not being understood or appreciated for their knowledge and data.
- Need time to process and may then return with a response.
- Will be aware of whether their boundaries are being violated.

**Patterns to notice for growth:**

- Their tendency to isolate themselves from connection (staying in their office working on their own) satisfied to stay up in their own thoughts.
- Notice that they need all the information before acting (analysis paralysis).
- Notice a feeling of a lack of resources (time, money, and effort) energy, and privacy.

**Fives at their best (practicing growth):**

- Engage with the team; they may need more connection to feel comfortable.
- There is enough time and energy to connect and still have their own space.
- Act on the data that they have: trust.
- Feel emotions.
- Have confidence that there is an abundance of resources and energy.

**Supporting Fives :**

- Encourage them to interact while respecting their privacy and keeping a healthy distance. Allow them to do what they do.
- Appreciate their knowledge and research.
- Be clear and concise in communication.
- Separate your work life from personal.

## TYPE 6: THE LOYAL SKEPTIC (Head Type)

### What's most important/motivation and focus of attention:

- Safety, certainty, and loyalty are most important to a Six.
- Motivated by seeing all possible outcomes, unconsciously to make rational decisions and avoid worst-case scenarios.
- Focus of attention is on what can go wrong; therefore dislikes uncertainty.
- Unconsciously believe that the world is dangerous and lack trust that things will be ok.
- Very loyal and expects loyalty from others (unconsciously) to ensure certainty and safety.
- At times, too cautious or skeptical of people or situations. May take a while to trust.
- The troubleshooters on the team.
- Can be very trusting of authority or very skeptical.
- Ask a lot of questions and test how solid the plan is.
- Work hard but may be uncomfortable with success.
- May want to protect the underdog.
- May try to get all the facts to control a situation and move forward aggressively (counterphobic six) or may "freeze" in fear or uncertainty and have trouble going forward (phobic six).

### Strengths:

- Likeable, warm and humble.
- Great at problem-identifying and problem-solving in their quest to control or see all possible outcomes and what can go wrong.
- Intuitive.
- Act as watchdogs, protecting from bad outcomes.
- Devils' advocate, will protect the underdog or underdog cause.
- Very prepared.

### Weaknesses/blind spots at work:

- Can be too pessimistic or perceived as too pessimistic, as they attempt to assure certainty.
- Can project their fear onto others. (ex: they don't trust so they find the other trustworthy)
- May need more and more data, unwilling to make a decision.

### Communication style and body language;

- Sixes can appear worried or suspicious.
- Can be very funny and warm, very likable.
- Appear self-contained and analytical as they are a head type and can be busy in their thoughts.

**Giving feedback:**

- Will provide valuable feedback about the execution of a plan.
- Can appear critical or negative as they tend to be skeptical in their avoidance of uncertainty.
- May seem to thwart ideas as they scan for what can go wrong.

**Receiving feedback and listening filters:**

- They value feedback although they may not perceive when they are seen as too careful or pessimistic.
- Will be looking for what can go wrong.
- May seem private and do not open up to everyone.
- May defer to (phobic) or question (counterphobic) authority.

**Patterns to notice for growth:**

- They can be aware that they may overreact or anticipate negative (what if) scenarios.
- Can notice their propensity to mistrust and look for danger that may or may not be there.

**Sixes at their best (practicing growth):**

- Warm, humble and good-humored, sixes lookout to protect everyone in their organization or chosen group.
- They check their story out with someone else before rejecting a plan.
- Excellent gatherer of data, a watchdog figure on the lookout for the protection of the team.
- Good at foreseeing and solving problems and want to do this for others as well.

**Supporting Sixes:**

- Take their caution seriously, while helping them to be trusting and objective.
- Understand they are not negative or pessimistic as much as trying to protect the team/organization.
- Respect their analysis, and encourage them to take action.

## TYPE 7: THE ENTHUSIAST, EPICURE (Head Type)

### What's most important, motivation, focus of attention:

- Keeping things happy with lots of fun options is most important to a Seven.
- Sevens are motivated to keep things positive.
- Focus of attention is “out there” where the possibilities may be more interesting or fun than what is here in the present.
- Unconsciously avoid negative feelings by focusing on future options.
- They can have sadness but will focus on positivity to avoid it.
- They resist being limited.
- Spend a lot of time in their heads imagining innovative and creative ideas, and are sometimes better at idea creation than implementation.
- Innovators on the team.
- Great connectors and synthesizers of information; useful and cooperative team members, also keeping the team upbeat with their positivity.
- Under stress, they can be perfectionists and can appear sharp if their options are limited.

### Strengths :

- Sevens are optimists and fun to work with.
- Connect ideas creatively.
- Rarely complain about their job.
- Good at winging it.
- Can reframe when things are going wrong.

### Weaknesses/blind spots:

- Sevens can be busy finding new options and tune out other people's preferences and ideas.
- They can drop implementation of one plan in favor of finding a ‘new shiny penny’.
- May disregard other's preferences or ideas.
- When reframing situations they may be unrealistic in light of practicality.

### Communication style and body language:

- Sevens appear upward-moving and energetic.
- Use a lot of movement in their communication.
- Their expressions seem upbeat unless they are limited or criticized.

**Giving Feedback:**

- Sevens may give feedback in a scattered way as their minds move fast and they are full of ideas.
- They may be positive but can also have an angry edge when displeased or limited.

**Receiving feedback:**

- Sevens like to have people consider their ideas, allowing them freedom and options, at least trying what they plan.
- They do not like to be limited or thwarted by limitations.
- Can feel easily criticized.

**Patterns to notice for growth:**

- Sevens should notice when they begin to spin ideas and not complete.
- When they look outward for something better.
- They can notice when they forget about others and don't want to follow rules.
- Notice when avoiding sadness, negativity or reality.

**Sevens at their best (practicing growth):**

- At their best Sevens are optimistic, supportive, and allow sadness or pain as well.
- Creative and fun, bringing good attitudes and support to the team.
- Listen to other's ideas, even if they are limiting or too realistic.
- Connect ideas that others do not see.
- Feel comfortable in this now ordinary moment, whatever it brings.

**Supporting Sevens:**

- Allow them to express their ideas, respecting their competence and creativity.
- Let them know the realities of a situation in a friendly way.
- Don't bring them down.
- Allow them to stop and just be.
- Help them to implement/ follow through on ideas.