



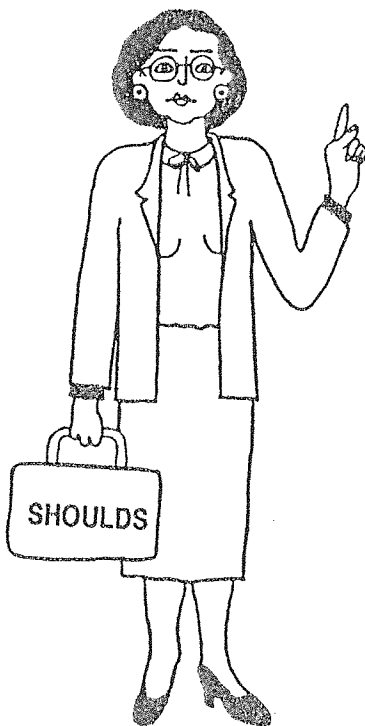
THE

Perfectionist

I may have faults, but being wrong ain't one of them.

—Jimmy Hoffa

Ones are motivated by the need to live their life the right way, including improving themselves and the world around them.



**Ones at their
BEST are**

ethical
reliable
productive
wise
idealistic
fair
honest
orderly
self-disciplined

**Ones at their
WORST are**

judgmental
inflexible
dogmatic
obsessive-compulsive
critical of others
overly serious
controlling
anxious
jealous



Personality Inventory

Check what describes you when you were (or if you are now) under the age of 25.

- 1 I like to be organized and orderly.
 - 2 It is difficult for me to be spontaneous.
 - 3 I often feel guilty about not getting enough accomplished.
 - 4 I don't like it when people break rules.
 - 5 Incorrect grammar and spelling bother me a lot.
 - 6 I am idealistic. I want to make the world a better place.
 - 7 I am almost always on time.
 - 8 I hold on to resentment for a long time.
 - 9 I think of myself as being practical, reasonable, and realistic.
 - 10 When jealous, I become fearful and competitive.
 - 11 Either I don't have enough time to relax or I think I shouldn't relax.
 - 12 I tend to see things in terms of right or wrong, good or bad.
 - 13 I analyze major purchases very thoroughly before I make them.
 - 14 I dread being criticized or judged by others.
 - 15 I often compare myself with others.
 - 16 Truth and justice are very important to me.
 - 17 I often feel that time is running out and there is too much left to do.
 - 18 I almost always do what I say I will do.
 - 19 I worry almost constantly.
 - 20 I love making every detail perfect.
-



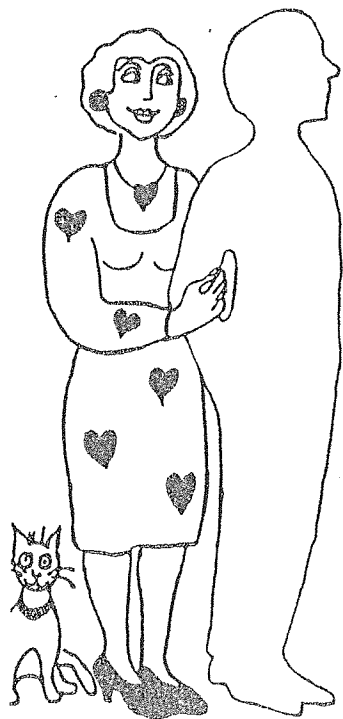
THE
Helper

*We are all here on earth to help others;
what on earth the others are here for I don't know.*

—W. H. Auden

Twos are motivated by the need to be loved and valued and to express their positive feelings toward others.

Traditionally society has encouraged Two qualities in females more than in males.



**Twos at their
BEST are**

loving
caring
adaptable
insightful
generous
enthusiastic
tuned in to how
people feel

**Twos at their
WORST are**

martyrlike
indirect
manipulative
possessive
hysterical
overly accommodating
overly demonstrative (the
more extroverted Twos)



Personality Inventory

Check what describes you when you were (or if you are now) under the age of 25.

- 1 I want people to feel comfortable coming to me for guidance and advice.
 - 2 Relationships are more important to me than almost anything.
 - 3 Sometimes I feel overburdened by people's dependence on me.
 - 4 I have trouble asking for what I need.
 - 5 I crave, yet sometimes fear, intimacy.
 - 6 I am more comfortable giving than receiving.
 - 7 I am very sensitive to criticism.
 - 8 I work hard to overcome all obstacles in a relationship.
 - 9 I try to be as sensitive and tactful as possible.
 - 10 When I am alone I know what I want, but when I am with others I am not sure.
 - 11 It is very important that others feel comfortable and welcome in my home.
 - 12 I don't want my dependence to show.
 - 13 Watching violence on television and seeing people suffer is unbearable.
 - 14 Sometimes I feel a deep sense of loneliness.
 - 15 If I don't get the closeness I need, I feel sad, hurt, and unimportant.
 - 16 Sometimes I get physically ill and emotionally drained from taking care of everyone else.
 - 17 I often figure out what others would like in a person, then act that way.
 - 18 I enjoy giving compliments and telling people that they are special to me.
 - 19 I am attracted to being with important or powerful people.
 - 20 People have said I exaggerate too much and am overly emotional.
-





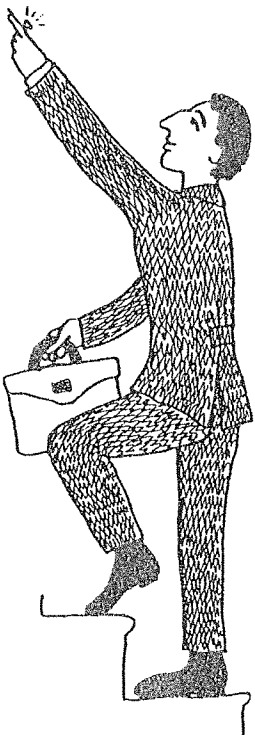
THE

Achiever

Work is more fun than fun.

—Noel Coward

Threes are motivated by the need to be productive, achieve success, and avoid failure.



**Threes at their
BEST are**

optimistic
confident
industrious
efficient
self-propelled
energetic
practical

**Threes at their
WORST are**

deceptive
narcissistic
pretentious
vain
superficial
vindictive
overly competitive



Personality Inventory

Check what describes you when you were (or if you are now) under the age of 25.

- 1 I'm almost always busy.
 - 2 I like to make to-do lists, progress charts, and schedules for myself.
 - 3 I don't mind being asked to work overtime.
 - 4 I have an optimistic attitude.
 - 5 I go full force until I get the job done.
 - 6 I believe in doing things as expediently as possible.
 - 7 It is important for people to better themselves and live up to their potential.
 - 8 I'm not interested in talking a lot about my personal life.
 - 9 I try not to let illness stop me from doing anything.
 - 10 I hate to see jobs undone.
 - 11 I tend to put work before other things.
 - 12 I can't understand people who are bored. I never run out of things to do.
 - 13 It is sometimes difficult for me to get in touch with my feelings.
 - 14 I work very hard to take care of and provide for my family.
 - 15 I like identifying with competent groups or important people.
 - 16 I try to present myself well and make a good first impression.
 - 17 Financial security is extremely important to me.
 - 18 I generally feel pretty good about myself.
 - 19 People often look to me to run the show.
 - 20 I like to stand out in some way.
-





THE
Romantic

*I can stand almost anything
except a succession of ordinary days.*

—Goethe

Fours are motivated by the need to experience their feelings and to be understood, to search for the meaning of life, and to avoid being ordinary.

**Fours at their
BEST are**

warm
compassionate
introspective
expressive
creative
intuitive
supportive
refined

**Fours at their
WORST are**

depressed
self-conscious
guilt-ridden
moralistic
withdrawn
stubborn
moody
self-absorbed





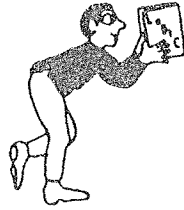
Personality Inventory

Check what describes you when you were (or if you are now) under the age of 25.

- 1 Being understood is very important to me.
 - 2 My friends say they enjoy my warmth and my different way of looking at life.
 - 3 I can become nonfunctional for hours, days, or weeks when I'm depressed.
 - 4 I am very sensitive to critical remarks and feel hurt at the tiniest slight.
 - 5 It really affects me emotionally when I read upsetting stories in the newspaper.
 - 6 My ideals are very important to me.
 - 7 I cry easily. Beauty, love, sorrow, and pain really touch me.
 - 8 My melancholy moods are real and important. I don't necessarily want to get out of them.

 - 9 I often long for what others have.
 - 10 I try to support my friends, especially when they are in crisis.
 - 11 I live in the past and in the future more than in present-day reality.
 - 12 I place great importance on my intuition.
 - 13 I try to control people at times.
 - 14 I hate insincerity and lack of integrity in others.
 - 15 I have spent years longing for the great love of my life to come along.
 - 16 I focus on what is wrong with me rather than on what is right.
 - 17 I like to be seen as one of a kind.
 - 18 I am always searching for my true self.
 - 19 Sometimes I feel very uncomfortable and different, like an isolated outsider, even when I'm with my friends.
 - 20 When people tell me what to do, I often become rebellious and do, or wish I could do, the opposite.
-





THE

Observer

You can observe a lot just by watching.

—Yogi Berra

Fives are motivated by the need to know and understand everything, to be self-sufficient, and to avoid looking foolish.



**Fives at their
BEST are**

analytical
persevering
sensitive
wise
objective
perceptive
self-contained

**Fives at their
WORST are**

intellectually arrogant
stingy
stubborn
distant
critical of others
unassertive
negative



Personality Inventory

Check what describes you when you were (or if you are now) under the age of 25.

- 1 I learn from observing or reading as opposed to doing.
 - 2 It's hard to express my feelings in the moment.
 - 3 I get lost in my interests and like to be alone with them for hours.
 - 4 I usually experience my feelings more deeply when I'm by myself.
 - 5 Sometimes I feel guilty that I'm not generous enough.
 - 6 I try to conceal my sensitivity to criticism and judgment.
 - 7 Brash, loud people offend me.
 - 8 Conforming is distasteful to me.
 - 9 I like to associate with others who have expertise in my field.
 - 10 I like having a title (doctor, professor, administrator) to feel proud of.
 - 11 I have been accused of being negative, cynical, and suspicious.
 - 12 When I feel socially uncomfortable, I often wish I could disappear.
 - 13 I am often reluctant to be assertive or aggressive.
 - 14 I dislike most social events. I'd rather be alone or with a few people I know well.
 - 15 I sometimes feel shy or awkward.
 - 16 I get tired when I'm with people for too long.
 - 17 I feel different from most people.
 - 18 I feel invisible. It surprises me when anyone notices anything about me.
 - 19 I don't look for material possessions to make me happy.
 - 20 Acting calm is a defense. It makes me feel stronger.
-





THE

Questioner

*I've developed a new philosophy—
I only dread one day at a time.*

—Charles M. Schulz

Sixes are motivated by the need for security. Phobic Sixes are outwardly fearful and seek approval. Counterphobic Sixes confront their fear. Both of these aspects can appear in the same person.



**Sixes at their
BEST are**

loyal
likable
caring
warm
compassionate
witty
practical
helpful
responsible

**Sixes at their
WORST are**

hypervigilant
controlling
unpredictable
judgmental
paranoid
defensive
rigid
self-defeating
testy



Personality Inventory

Check what describes you when you were (or if you are now) under the age of 25.

- 1 I am nervous around certain authority figures.
 - 2 I am often plagued by doubt.
 - 3 I like to have clear-cut guidelines and to know where I stand.
 - 4 I am always on the alert for danger.
 - 5 I take things too seriously.
 - 6 I constantly question myself about what might go wrong.
 - 7 I often experience criticism as an attack.
 - 8 I often obsess about what my partner is thinking.
 - 9 I can be a very hard worker.
 - 10 My friends think of me as loyal, supportive, and compassionate.
 - 11 I've been told I have a good sense of humor.
 - 12 I follow rules closely (a phobic trait); or I often break rules (a counterphobic trait).
 - 13 The more vulnerable I am in my intimate relationship, the more anxious and testy I become.
 - 14 I tend to either procrastinate or plunge headlong, even into dangerous situations.
 - 15 I am very aware of people trying to manipulate me with flattery.
 - 16 I like predictability.
 - 17 I have sabotaged my own success.
 - 18 I can support people through thick and thin.
 - 19 Being neat and orderly helps me feel more in control of my life.
 - 20 I dislike pretension in people.
-



THE

Adventurer

*You only live once—
but if you work it right, once is enough.*

—Joe E. Lewis

Sevens are motivated by the need to be happy and plan enjoyable activities, to contribute to the world, and to avoid suffering and pain.



**Sevens at their
BEST are**

fun-loving
spontaneous
imaginative
productive
enthusiastic
quick
confident
charming
curious

**Sevens at their
WORST are**

narcissistic
impulsive
unfocused
rebellious
undisciplined
possessive
manic
self-destructive
restless



Personality Inventory

Check what describes you when you were (or if you are now) under the age of 25.

- 1 I enjoy life. I am generally uninhibited and optimistic.
 - 2 I don't like being made to feel obligated or beholden.
 - 3 I am busy and energetic. I seldom get bored if left to do what I want.
 - 4 I often take verbal or physical risks.
 - 5 I usually pick upbeat friends who have similar goals.
 - 6 I'm not an expert in any one thing, but I can do many things well.
 - 7 My style is to go back and forth from one task to another. I like to keep moving.
 - 8 I seem to let go of grievances and recover from loss faster than most people I know.
 - 9 I like myself and I'm good to myself.
 - 10 I like people and they usually like me.
 - 11 I usually manage to get what I want.
 - 12 I value quick wit.
 - 13 I am idealistic. I want to contribute something to the world.
 - 14 I vacillate between feeling committed and wanting my freedom and independence.
 - 15 I am often at ease in groups.
 - 16 When people are unhappy, I usually try to get them to lighten up and see the bright side.
 - 17 I love excitement and travel.
 - 18 Sometimes I feel inferior and sometimes I feel superior to others.
 - 19 I usually say whatever is on my mind. Sometimes it gets me into trouble.
 - 20 I can make great sacrifices to help people.
-





THE

Asserter

*Never go to bed mad—
stay up and fight!*

Eights are motivated by the need to be self-reliant and strong and to avoid feeling weak or dependent.



**Eights at their
BEST are**

direct
authoritative
loyal
energetic
earthy
protective
self-confident

**Eights at their
WORST are**

controlling
rebellious
insensitive
domineering
self-centered
skeptical
aggressive



Personality Inventory

Check what describes you when you were (or if you are now) under the age of 25.

- 1 I can be assertive and aggressive when I need to be.
 - 2 I can't stand being used or manipulated.
 - 3 I value being direct and honest; I put my cards on the table.
 - 4 I am an individualist and a nonconformist.
 - 5 I respect people who stand up for themselves.
 - 6 I will go to any lengths to protect those I love.
 - 7 I fight for what is right.
 - 8 I support the underdog.
 - 9 Making decisions is not difficult for me.
 - 10 Self-reliance and independence are important.
 - 11 I have overindulged in food or drugs.
 - 12 Some people take offense at my bluntness.
 - 13 When I enter a new group, I know immediately who the most powerful person is.
 - 14 I work hard and I know how to get things done.
 - 15 In a group I am sometimes an observer rather than a participant.
 - 16 I like excitement and stimulation.
 - 17 Sometimes I like to spar with people, especially when I feel safe.
 - 18 I am vulnerable and loving when I really trust someone.
 - 19 Overly nice or flattering people bother me.
 - 20 Pretense is particularly distasteful to me.
-





THE

Peacemaker

I always procrastinate when I get around to it.

Nines are motivated by the need to keep the peace, to merge with others, and to avoid conflict. Since they, especially, take on qualities of the other eight types, Nines have many variations in their personalities, from gentle and mild-mannered to independent and forceful.



**Nines at their
BEST are**

pleasant
peaceful
generous
patient
receptive
diplomatic
open-minded
empathic

**Nines at their
WORST are**

spaced-out
forgetful
stubborn
obsessive
apathetic
passive-aggressive
judgmental
unassertive



Personality Inventory

Check what describes you when you were (or if you are now) under the age of 25.

- 1 I often feel in union with nature and people.
 - 2 Making choices can be very difficult. I can see the advantages and disadvantages of every option.
 - 3 It is sometimes hard for me to know what I want when I'm with other people.
 - 4 Others see me as peaceful, but inside I often feel anxious.
 - 5 Instead of tackling what I really need to do, I sometimes do little, unimportant things.
 - 6 When there is unpleasantness going on around me, I just try to think about something else for a while.
 - 7 I usually prefer walking away from a disagreement to confronting someone.
 - 8 If I don't have some routine and structure in my day, I get almost nothing done.
 - 9 I tend to put things off until the last minute, but I almost always get them done.
 - 10 I like to be calm and unhurried, but sometimes I overextend myself.
 - 11 When people try to tell me what to do or try to control me, I get stubborn.
 - 12 I like to be sure to have time in my day for relaxing.
 - 13 Sometimes I feel shy and unsure of myself.
 - 14 I enjoy just hanging out with my partner or friends.
 - 15 Supportive and harmonious relationships are very important to me.
 - 16 I am very sensitive about being judged and take criticism personally.
 - 17 I like to listen and give people support.
 - 18 I focus more on the positive than on the negative.
 - 19 I have trouble getting rid of things.
 - 20 I operate under the principle of inertia: If I'm going, it's easy to keep going, but I sometimes have a hard time getting started.
-

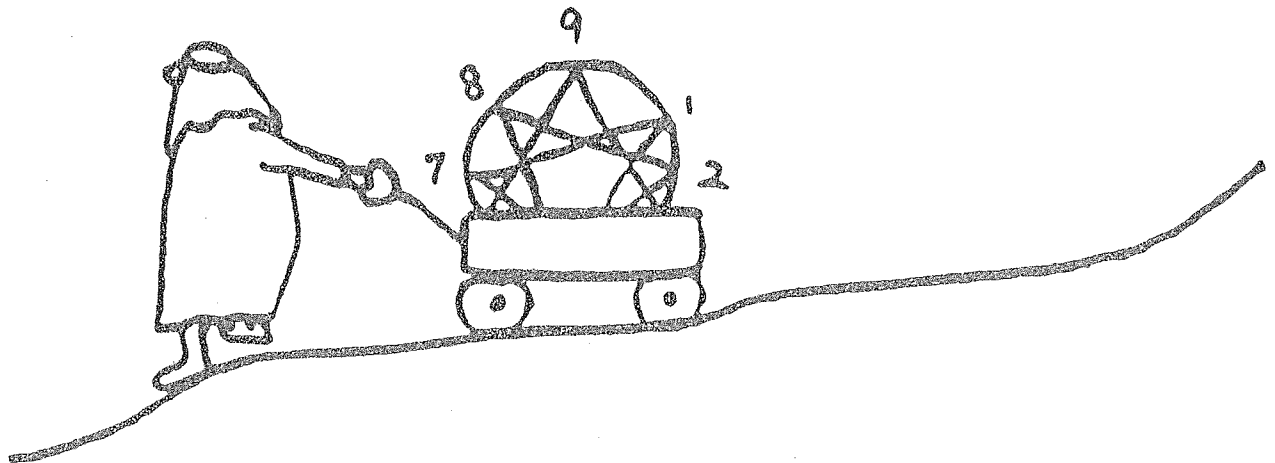


ABOUT THE

Enneagram

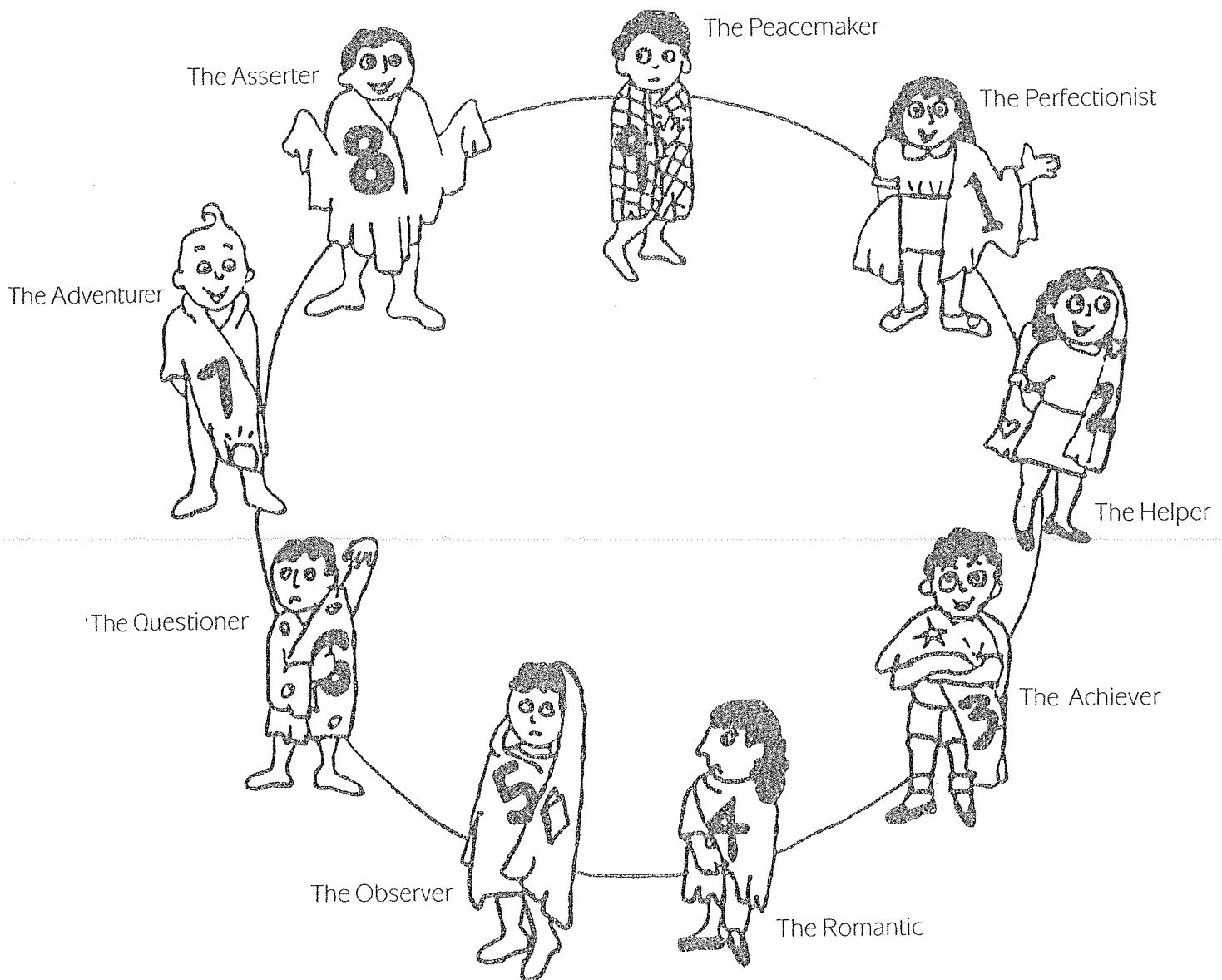
The Enneagram is a study of the nine basic types of people. It explains why we behave the way we do, and it points to specific directions for individual growth. It is an important tool for improving relationships with family, friends, and co-workers.

The roots of the Enneagram go back many centuries. Its exact origin is not known, but it is believed to have been taught orally in secret Sufi brotherhoods in the Middle East. The Russian mystical teacher G. I. Gurdjieff introduced it to Europe in the 1920s, and it arrived in the United States in the 1960s.

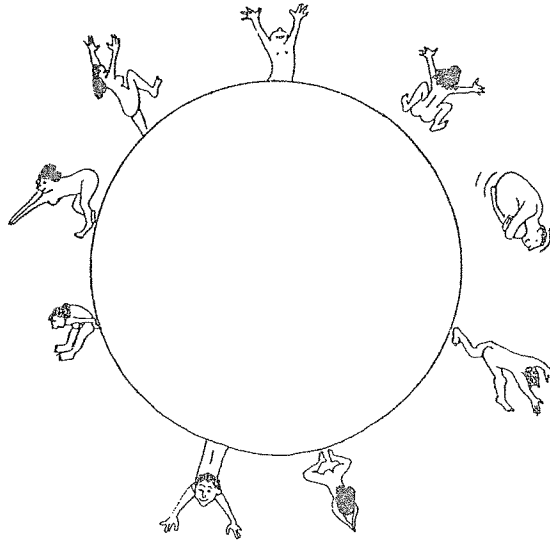


The Enneagram (pronounced ANY-a-gram) system is represented by a circle containing a nine-pointed starlike shape. *Ennea* is Greek for the number nine, and *gram* means “a drawing.” *Enneagram* means “a drawing with nine points.”

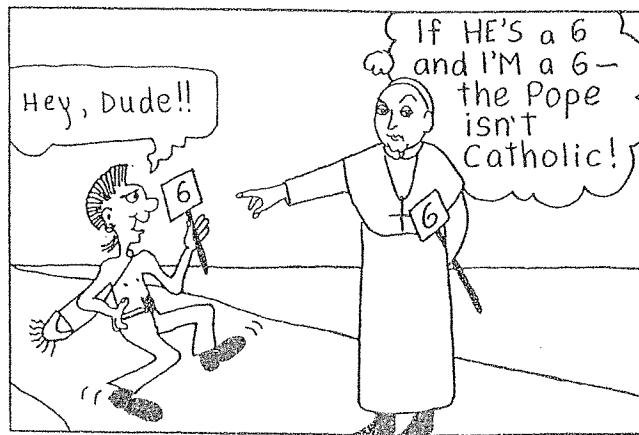
The Enneagram teaches that early in life we learned to feel safe and to cope with our family situations and personal circumstances by developing a strategy based on our natural talents and abilities.



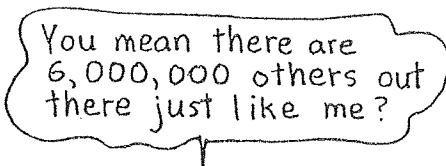
By working with the Enneagram we develop a deeper understanding of others and learn alternatives to our own patterns of behavior. We break free from worn-out coping strategies and begin to see life from a broader point of view.



People of the same type have the same basic motivations and view the world in some fundamentally similar ways. Variations within each type stem from such factors as maturity, parents' types, birth order, cultural values, and inherent traits such as being naturally introverted or extroverted.



As you learn the Enneagram, you will readily begin to “type” people you know. We urge you to keep your guesses to yourself and to keep an open mind. Decid-



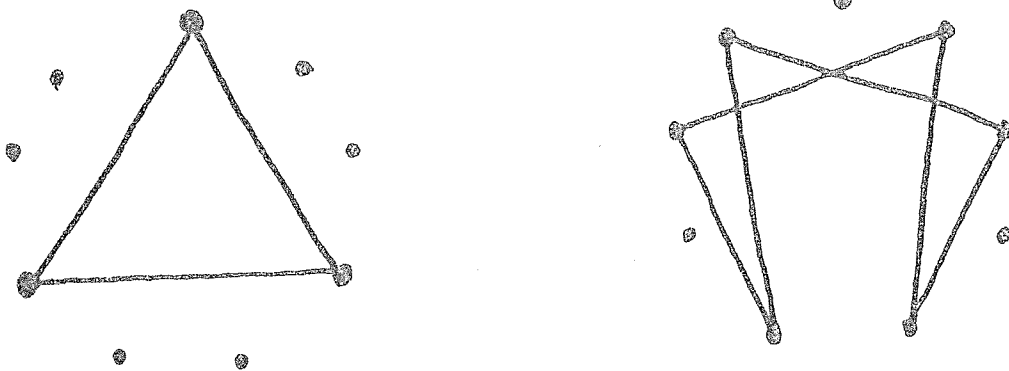
ing one's type accurately is important and must be done by each person according to his or her own internal perception.

It may be a comfort to know that millions of people have the same coping strategy as you. The behavior patterns that emerge from the nine types are, however, as numerous, mysterious, and unique as the individuals involved.

Moving Around the Enneagram

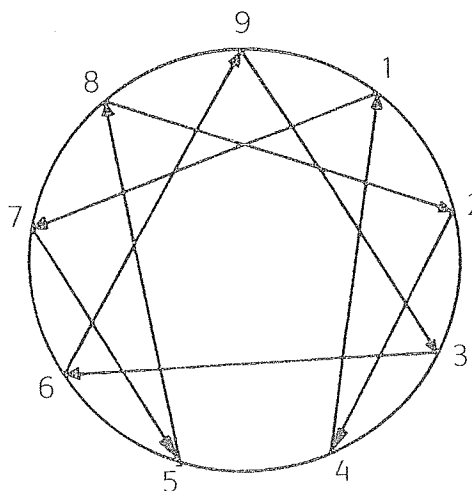
1. The Enneagram Drawing

The nine points on the circumference of the circle are divided into a triangle and a six-pointed shape:



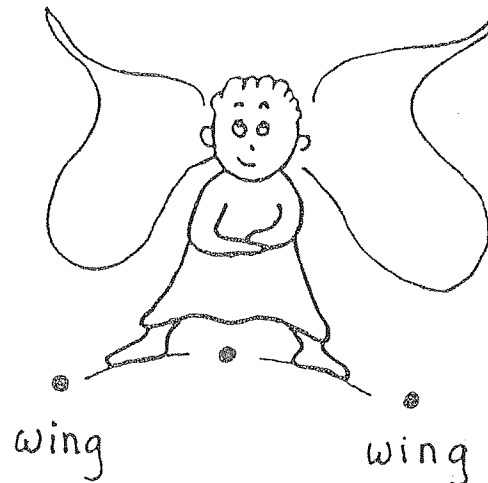
2. The Arrows

Each point on the Enneagram connects to two other points. These two points or types are called your arrows. When relaxed, you take on the positive qualities of the number that connects to yours in this order: 1-7-5-8-2-4-1 and 3-6-9-3. One goes to Seven, Seven goes to Five, and so on. When under stress, you reverse directions: One takes on the negative qualities of Four, Four of Two, and so on. The arrows are a dynamic tool for personal growth and are explained in each chapter.



3. The Wings

Your personality may blend into or be influenced by the types on either side of yours. For instance, a Nine may have some characteristics of a One or an Eight. These neighboring types are called your wings.



Some people seem to have been different types as children than as adults. Usually these types are related by the arrows or wings.

A Brief Description of the Nine Types

1. *Perfectionists* are realistic, conscientious, and principled. They strive to live up to their high ideals.
2. *Helpers* are warm, concerned, nurturing, and sensitive to other people's needs.
3. *Achievers* are energetic, optimistic, self-assured, and goal oriented.
4. *Romantics* have sensitive feelings and are warm and perceptive.
5. *Observers* have a need for knowledge and are introverted, curious, analytical, and insightful.
6. *Questioners* are responsible, trustworthy, and value loyalty to family, friends, groups, and causes. Their personalities range broadly from reserved and timid to outspoken and confrontative.
7. *Adventurers* are energetic, lively, and optimistic. They want to contribute to the world.

8. *Asserters* are direct, self-reliant, self-confident, and protective.
9. *Peacemakers* are receptive, good-natured, and supportive. They seek union with others and the world around them.

The Three Centers

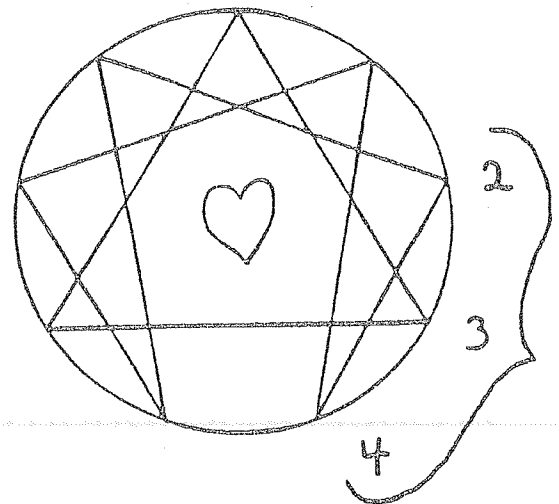
Finding your “center” is a key to finding your type. Each center is made up of three adjacent types, corresponding to the three centers of the body: the heart, the head, and the gut.

The Heart or Feeling Center (Image)

Helpers (Twos) are interested in people and in nurturing. They want to present a loving image.

Achievers (Threes) like to be seen in a good light, according to socially agreed-upon norms.

Romantics (Fours) have strong needs to express themselves and to be seen as original.

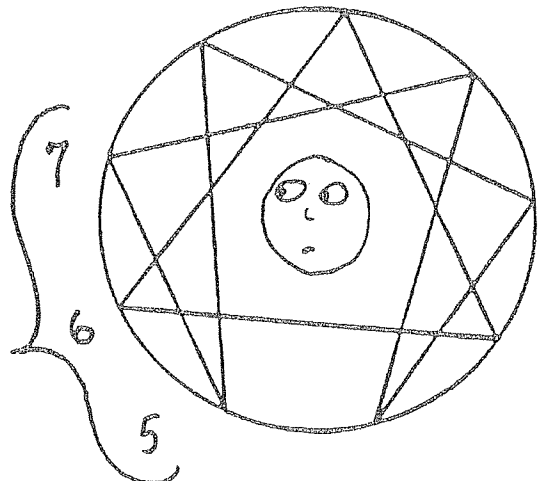


The Head or Thinking Center (Fear)

Observers (Fives) rely on their own resources and find safety in knowledge.

Questioners (Sixes) seek relief from fear through the permission and approval of authority figures or through rebelling against authority.

Adventurers (Sevens) are active and optimistic. They shun unpleasant emotions, including fear.

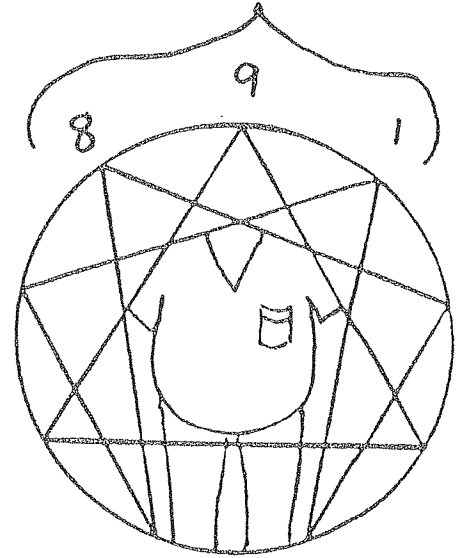


The Gut or Instinctive Center (Anger)

Asserters (Eights) present a strong image and are not afraid to express their anger.

Peacemakers (Nines) are agreeable, accommodating, and can often be out of touch with their anger.

Perfectionists (Ones) see anger as a character flaw and try to hold it back. They follow standards of behavior closely and/or try to better the world.



How to Find Your Type

Along with looking for your center, here are other ways to search for your type.

1. The Personality Inventories

Fill out the inventories at the beginning of each chapter. Answer the questions according to what you were like when you were (or if you are now) under the age of 25, when behavior habits are the most automatic. The inventory you score highest on *may* be your type, but don't stop there. It is best to read all the chapters and take all the inventories. If you can't decide between two adjacent numbers, one may be your more developed wing.

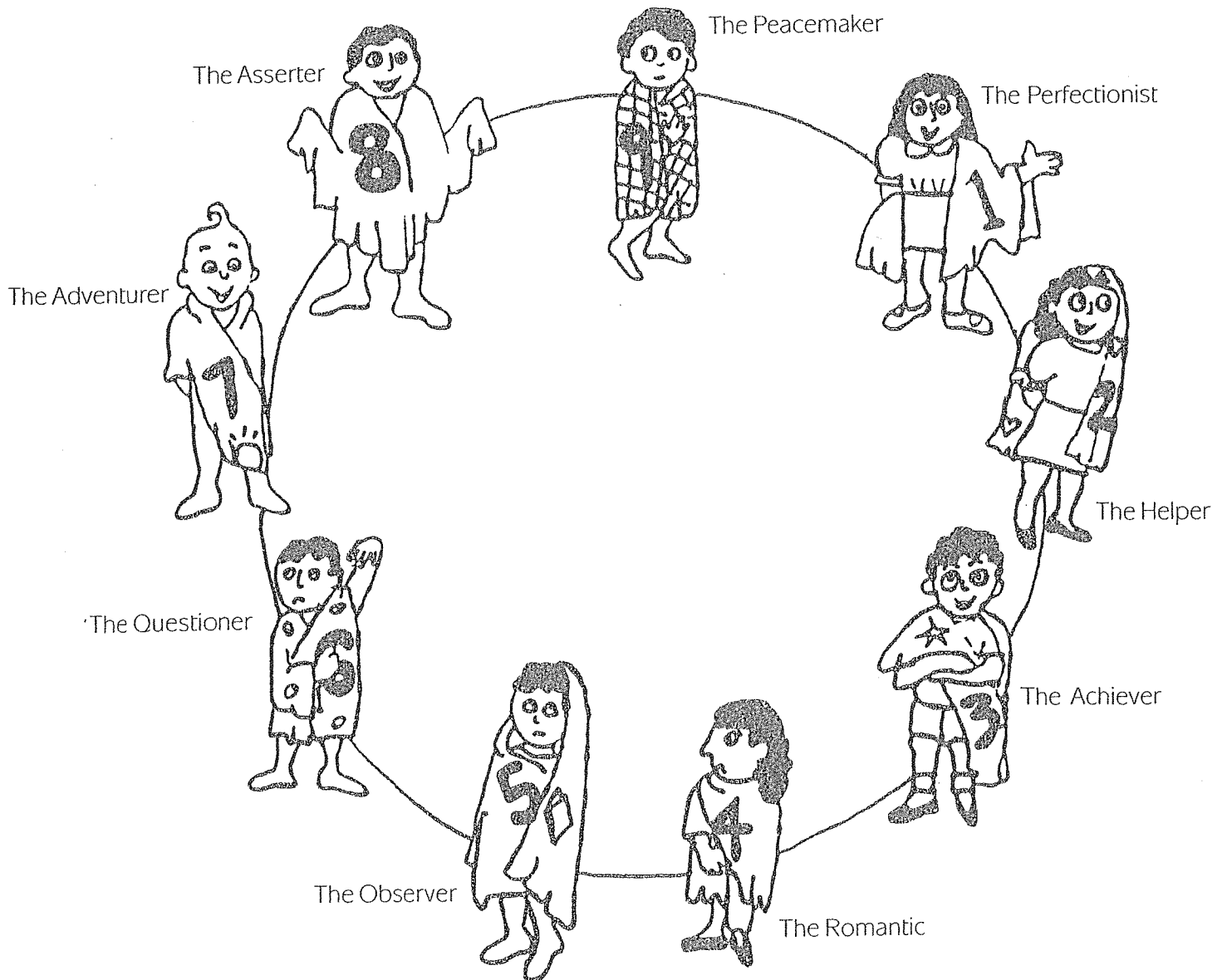
2. The Comparison of the Enneagram with the Jungian Types

The final chapter briefly explains the Myers-Briggs inventory of Jungian types and compares the two systems. It expands the dimensions of the Enneagram and can also help you find your type.

Remember, you are the only one who can decide on your type. Don't accept being "typed" by others.

The Enneagram (pronounced ANY-a-gram) system is represented by a circle containing a nine-pointed starlike shape. *Ennea* is Greek for the number nine, and *gram* means “a drawing.” *Enneagram* means “a drawing with nine points.”

The Enneagram teaches that early in life we learned to feel safe and to cope with our family situations and personal circumstances by developing a strategy based on our natural talents and abilities.

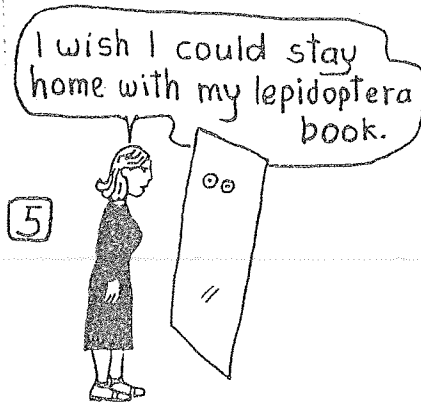
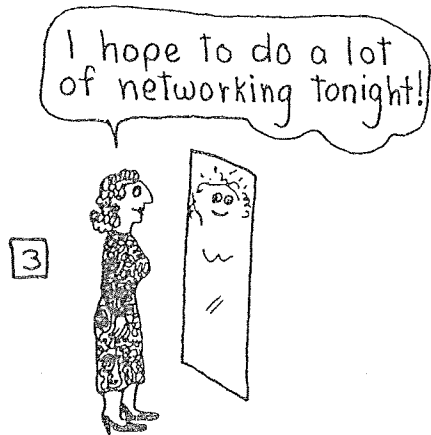


By working with the Enneagram we develop a deeper understanding of others and learn alternatives to our own patterns of behavior. We break free from worn-out coping strategies and begin to see life from a broader point of view.

COFFEE BREAK



BEFORE THE DINNER PARTY



THE DINNER PARTY



AFTER THE DINNER PARTY

I hope I didn't offend George with that remark.



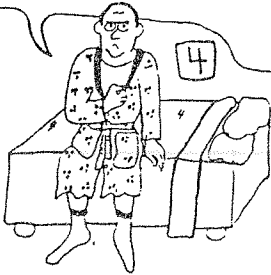
I'm SO exhausted, but I'm glad people had a good time!



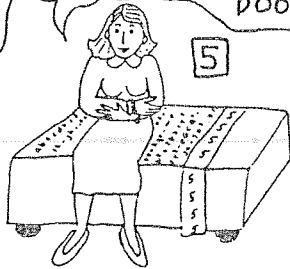
I didn't make contacts at the dinner, but I made up for it at the fundraiser later!



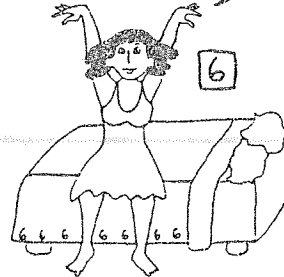
The conversation was SO mundane.



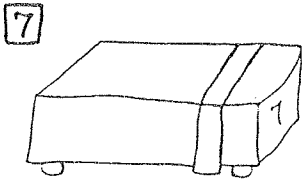
I'm glad I left early so I could read my book.



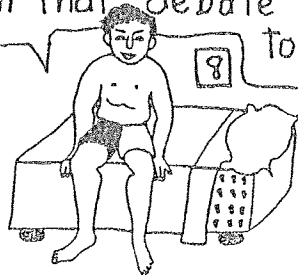
Feels GREAT to be safe at home!



(Harry is still out having fun.)



I sure clobbered them in that debate tonight!



I'm glad they liked my story.

