



How To
Lead & Work
With Each
Enneagram Type



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The Enneagram is a personality typing system that teaches there are nine basic personality styles in the world. Each of the nine types has a distinct way of seeing the world and an underlying motivation that powerfully influences how that type thinks, feels, and behaves. The Enneagram is an invaluable tool for people who want to become more effective leaders in the workplace.

Here's a brief description of each of the nine types and a few simple “do's and don'ts” for those who lead them.



Type 1

The Perfectionist

Meticulous, hardworking, and reliable, Ones are motivated by a need to perfect themselves, others, and the world.

Do's

- Leverage a One's remarkable talent for quickly spotting mistakes and improving things.
- Ones value clarity. Explain exactly how you want a job done and give them deadlines.

Don'ts

- Don't allow a One to put off starting or completing a project for fear they won't do it perfectly.
- Don't let a One redo work they think others have failed to do right the first time.

Type 2

The Helper

Warm, caring, and giving, Twos are motivated by a need to be needed.

Do's

- Leverage a Two's highly developed interpersonal skills by placing them in positions where there's a lot of customer or people contact.
- Twos want your approval. Frequently express appreciation for their work.

Don'ts

- Twos have difficulty saying 'no' when people make requests for help. Don't take advantage of them.
- Don't harshly criticize or publicly embarrass a Two.

Type 3

The Performer

Success-oriented, image-conscious, and wired for productivity, Threes are motivated by a need to be (or appear to be) successful and to avoid failure.

Do's

- Threes want to win. Set clear performance targets and success measurements.
- Offer rewards, bonuses, and advancement for good work.

Don'ts

- Don't allow Threes to cut corners for the sake of "getting things done fast."
- Don't let Threes run over co-workers on the way to the goal line.

Type 4

The Romantic

Creative, sensitive, and temperamental, Fours are motivated by a need to be unique and special.

Do's

- Let Fours express their creativity, depth, aesthetic sensibility, and distinct style.
- Make sure Fours know you understand and respect their unique perspective, creativity and special contribution to the team.
- Encourage Fours to balance their emotional depth with more critical thinking.

Don'ts

- Don't minimize a Four's feelings or tell them to "cheer up" when they're down. It will only exacerbate the problem.
- Avoid criticizing a Four by negatively comparing their work to that of other team members.

Type 5

The Investigator

Analytical, emotionally detached, and private, Fives are motivated by a need to gain knowledge, conserve energy, and avoid relying on others.

Do's

- Give Fives a project, tell them when it's due, and let them get it done however and wherever they choose.
- Fives need predictability. Let them know what demands will be placed on them every day, so they can accurately apportion their energies.

Don'ts

- Don't ask a Five to spontaneously give a presentation or report. They like time to prepare.
- Fives value privacy and uninterrupted work time. Don't make them work in open spaces or high traffic zones.

Type 6

The Loyalist

Committed, practical, and loyal, Sixes are worst-case-scenario thinkers who are motivated by fear and the need for security.

Do's

- Listen patiently when Sixes ask questions about new initiatives and address their concerns.
- Be transparent, treat people fairly, and deliver on what you promise.

Don'ts

- Don't ignore Sixes when they point out the flaws in a plan. Every leader needs a devil's advocate on his or her team.
- Don't let Sixes slip so far into 'analysis-paralysis' that they can't make a decision.

Type 7

The Enthusiast

Fun, spontaneous, and adventurous, Sevens are motivated by a need to be happy, to plan stimulating experiences, and to avoid difficult feelings.

Do's

- Give talented Sevens a long leash, multifaceted job descriptions, and encouragement to stay on track.
- Sevens are visionaries. Take advantage of their ability to synthesize information, spot unseen patterns, and connect the dots inside complex bodies of knowledge.

Don'ts

- Don't let optimistic Sevens downplay or wallpaper over problems and failures.
- Sevens are distractible. Hold their feet to the fire until they complete a job.

Type 8

The Challenger

Commanding, intense, and confrontational, Eights are motivated by a need to be strong and to assert control over the environment and others to avoid revealing weakness or vulnerability.

Do's

- Eights test authority. Set limits, provide regular, straightforward feedback, and establish clear boundaries.
- Always tell Eights the truth, the whole truth, and nothing but the truth even when things are bad.

Don'ts

- Eights respect strong leaders. Don't waffle or waver when you commit to a course of action.
- Don't let Eights take action too quickly without considering the consequences or consulting with others.

Type 9

The Peacemaker

Pleasant, laid back, and accommodating, Nines are motivated by a need to keep the peace, merge with others, and avoid conflict.

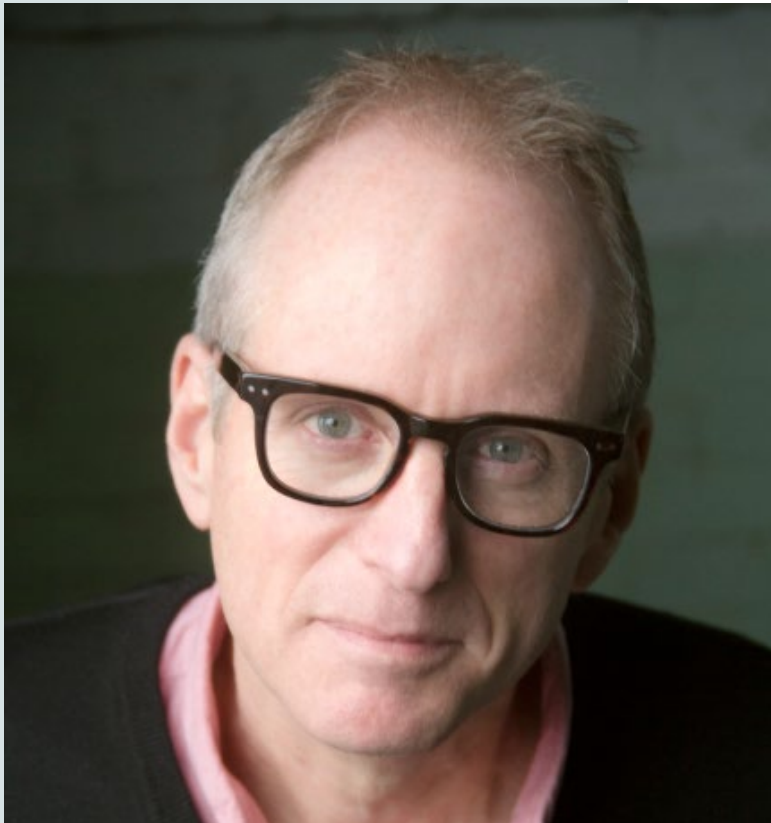
Do's

- Establish clear expectations and performance goals.
- Encourage Nines to express their personal opinions and preferences rather than mirror those of the group.

Don'ts

- Don't let Nines sell themselves short. They have considerable skills but undervalue them.
- Nines need time to process. Don't ask them to make quick decisions.





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Ian Morgan Cron is a bestselling author, nationally recognized speaker, Enneagram teacher, psychotherapist, Dove Award–winning songwriter, and Episcopal priest.

His books include the novel, *Chasing Francis*, spiritual memoir, *Jesus, My Father, the CIA, and Me*, and Enneagram primer, *The Road Back to You*.

Ian draws on an array of disciplines—from psychology to the arts, Christian spirituality and theology—to help people enter more deeply into conversation with God and the mystery of their own lives. He and his wife, Anne, live in Nashville, Tennessee.

