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INDIVIDUAL PROFESSIONAL

Enneagram Report

integrative 9 ENNEAGRAM SOLUTIONS

Quick reference to all 9 Enneagram styles



Strict Perfectionist - Ones are about improvement and 'right action', ensuring things are done correctly. They are principled, with a clear sense of right and wrong and may seem idealistic, self-righteous or judgemental. They organise their world and value facts, precision and clarity, working hard to avoid mistakes. Their gift is in discernment, evaluation and knowing what is right.



Considerate Helper - Twos want to meet others' needs in a helpful, supportive way. Warm, giving and people-oriented, they seek affirmation from their relationships and may be sensitive and angry if they feel unappreciated. They may over-involve themselves in others' lives and risk being manipulative. Their development challenge is to give unconditionally and to nurture themselves as well as others.



Competitive Achiever - Threes are "doers" and tend to be practical, task-oriented and project a polished persona or image. They are competitive and will make sacrifices to achieve their goals and appear successful. They risk becoming overstretched or workaholic and may resort to deception or expediency to win. At higher integration, they work towards self-acceptance and authentic influence, connecting heart and hands.



Intense Creative - Fours search for meaning, depth and authenticity. They are emotionally sensitive and attuned to their environment, creative and expressive as individuals. They may seem emotionally moody, dramatic, focusing on what is lacking in their lives. As they integrate, Fours get in touch with their inner creative voice but are able to separate their identity and their emotions.



Quiet Specialist - Fives are private individuals with an active mental life, observing and exploring how the world works. They struggle to share thoughts and feelings and may seem socially awkward or disinterested. At lower integration, Fives may be withdrawn, antagonistic and aggressively defend their isolation. At higher integration, they are intellectual pioneers, bringing their perceptive wisdom unselfconsciously.



Loyal Sceptic - Sixes easily tune into potential danger and risks, acting on a sense of anxiety, and think in sceptical ways. They value trust, responsibility and loyalty and need to feel they are safe and belong. At lower integration they may be paranoid, reactive and insecure as loyalty turns into dependency and oversensitivity. At higher integration, self-reliant and grounded Sixes give confidence to those around them, resiliently coping with risk.



Enthusiastic Visionary - Sevens seek variety, stimulation and fun, tackling challenges with optimism and engaging with life in a future-orientated way. As team members, they bring creativity, energy and optimism. They may seem distracted, hedonistic, insensitive or irresponsible to others. Sevens are often unhappy but deny this, escaping into hyperactivity and impulsive pleasure-seeking. At higher integration they are present, finding joy within.



Active Controller - Eights are forces of nature, with a strong presence and personality that values being in control. They are guarded but caring and protective of those around them. As they mask any vulnerability with a tough, no-nonsense exterior, they may seem intimidating and confrontational. At higher integration they combine their directness with compassion, collaborating with others while serving the greater good.



Adaptive Peacemaker - Nines are diplomatic and attuned to the ideas of others, often as facilitators or mediators in groups. They form the glue between people with their friendly, grounding and stable demeanour. They struggle to connect to their own point of view, say no, and often avoid all conflict. At high integration, they are independent and self-respecting, acting with self-awareness and autonomy.

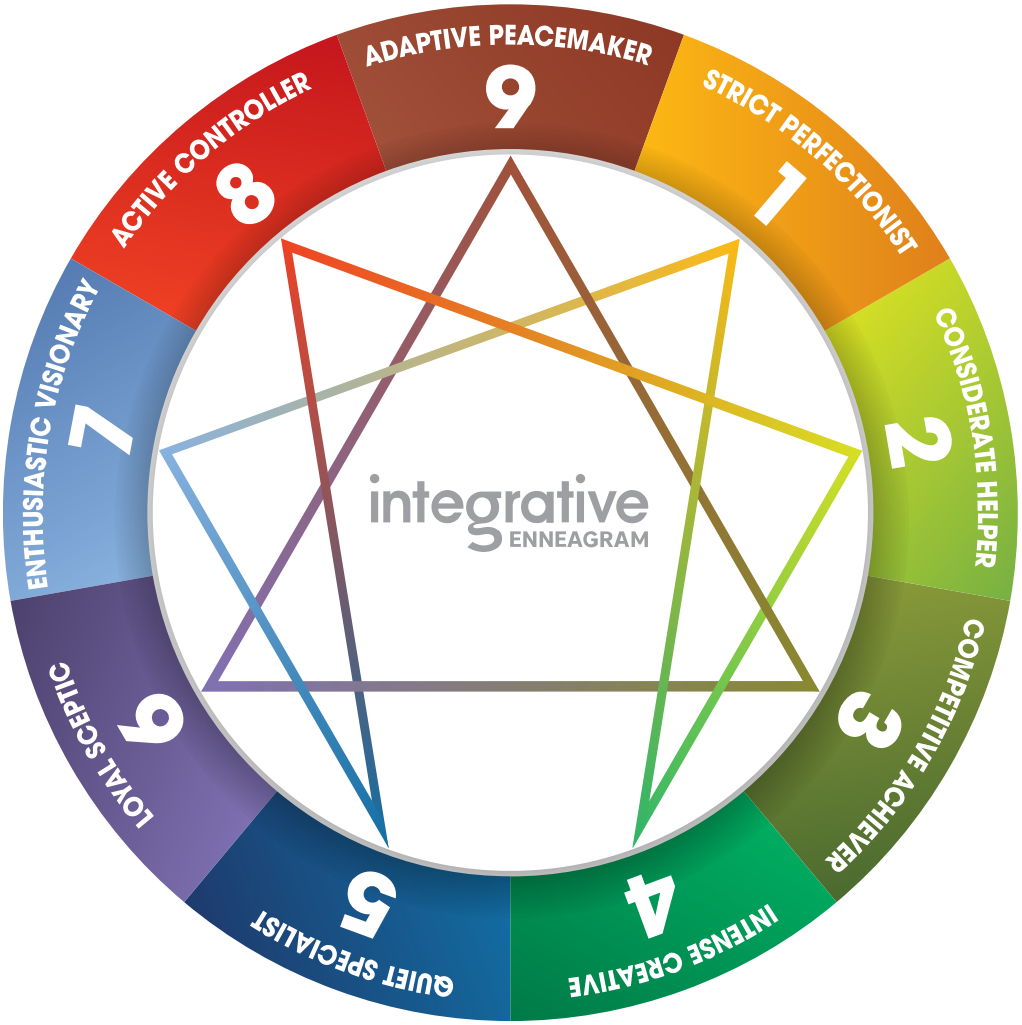
What is the Enneagram?

The word Enneagram comes from the Greek words ennea (nine) and gram (what is written or drawn).
It refers to the nine different Enneagram styles, identified as numbers 1-9.
Each number represents a worldview and archetype that resonates with your core motivations. This impacts on personality as well as thinking, feeling and actions.

The Enneagram is a useful guide on your journey towards self-development, relationship building, conflict resolution and the improvement of team dynamics. It is however not aimed at "boxing", limiting or categorising you. As an individual you are more complex, unique and distinct than your Enneagram style reflects.

While your Enneagram style remains the same throughout your life, the characteristics of your style may either soften or become more pronounced as you grow and develop.

The Enneagram is an archetypal map. It is powerful, practical and rich in the content and insight it offers. You may find that at different times, different aspects of this report will resonate with you and that certain aspects of your style may be more prominent at certain times in your life, or in particular circumstances.





Introduction

This report is aimed at supporting you in the process of self-discovery and development with the Enneagram. If you are new to the Enneagram, it offers you a tool to help you find your place of resonance on the Enneagram. If you are already familiar with the Enneagram, you can use this report as a personal guide to your journey from fixated behaviours to a more liberated, actualised and integrated expression of your purpose and full potential. We highly recommend discussing this report with an accredited Integrative Enneagram practitioner to support you in your understanding the beauty and power of the Enneagram and the application of the report.

The Enneagram and Self-Awareness

The Enneagram helps you to do the hardest part of consciousness work. It helps you to realise, own and accept your strengths and weaknesses. You may therefore find that some of the aspects of this report really challenge you to look deep inside yourself and interrogate the motivations that drive your personality and behaviours. As is the case with reflection and deep self-awareness work, this may lead you to confront and access some aspects of yourself that you love and draw strength from. It may also bring you in touch with some aspects that are more uncomfortable or still need to be explored. When you read something that stirs some discomfort in you, pay close attention as it is likely to hold the seeds for the next step in your development journey.

Using the Enneagram to Develop Yourself

There are many keys to personal development within the Enneagram. Based on your current development questions and personal circumstances, different development paths within the Enneagram may be more or less helpful. On this journey of development, it is often useful to focus on the next step, rather than trying to do everything at once.

Keys to unlocking the potential of this report:

- All development through the Enneagram starts with the journey of self-discovery that enables you to find your type. This report supports you in the process of finding your type, but you will need to take the time to internalise and discover more about yourself for this to be meaningful.
- From within your type, reflect and process the insights that come from a deeper understanding of your motivations, strengths, weaknesses, defences and potential. This is the journey that allows the subconscious to become conscious.
- Once you have greater awareness around your ego-fixations, explore alternative behaviours that are more aligned with your highest intentions and potential. This is called the pathway to integration.
- Work with the insights and development guidelines of your instinctual subtype.
- Develop greater Center balance and intelligence by being present and practising mindfulness.
- If you are currently under a lot of strain and close to burn-out, explore the alternatives and lessons from the line of release for your type and take action to change aspects of your environment that are within your sphere of influence.
- If you are currently bored or in a rut due to a lack of motivation or too much routine, explore the alternatives and lessons from the line of stress for your type.

What you will find in the report

This report contains the following information that will help you understand yourself and your reasons for doing, thinking and feeling things better:

Core Enneagram Type	This section tells you more about the Enneagram style you most resonate with and the likely strengths, weaknesses and worldview associated with this style.
27 Subtypes	This section helps you understand the impact of biological drives on your personality and defines your behaviour more deeply.
Centers of Expression	This section reflects the balance of how you express patterns of thinking, feeling and action.
Wing Influence	The wing refers to the way in which one of the adjacent Enneagram styles influences and complements the expression of your main Enneagram style.
Self-Awareness and Integration	This measure indicates the extent to which you have been able to free yourself from the ego-fixations of your type. It also measures how aware you are of your blind spots.
Strain Levels	This section provides you with a high level view of your subjective experience of your current circumstances and the stress you may be experiencing.
Lines of Tension and Release	The lines connected to your main Enneagram style open pathways for working with the strain you may be experiencing and support your development journey.
Communication	The ability to communicate effectively is one of the key competencies that enable professional success. This section looks at listening behaviours, verbal, non-verbal and written communication.
Giving and Receiving Feedback	In a professional environment, the ability to give and receive feedback is a critical link in the chain of performance improvement and effectiveness. It also regularly forms part of the formal performance management process.
Feedback Guide for all types	Quick tips to help you prepare, adapt and position your approach to giving feedback to people of known types
Conflict and Triggers	This section looks at your response to Conflict. What triggers you. What you and others can do when you are triggered.
Decision Making	How is your capacity to make effective, well-considered decisions affected by your Center of Expression, your Enneagram type, the strain you are under. What is the impact of your decisions and how the decisions of others affect you.
Leadership and Management	How does your Self-Awareness, Integration and Enneagram type affect your Leadership. This section also helps you with Goals, Planning, Task Completion, Delegation, Performance Management, Motivation and Development priorities.
Team Behaviour	How do you function at the 4 Stages of Team maturity. What is your impact on the team. Your preferred goals and team role
Coaching Relationship	This section of the report is aimed at increasing your awareness of how you may be showing up in a coaching relationship.

Also look out for:



Highlight box with points specific to you.

Detailed Enneagram Description

Your main Enneagram style is not the product of your behaviour, thoughts or feelings. It is determined by the subconscious pattern of motivation that drives your personality, values and vices. Depending on your level of self-awareness, it may be easy or difficult for you to connect to this motivation which often remains largely subconscious until you start exploring it and paying attention to the reasons why you think, act and feel in a certain way.



1 STRICT PERFECTIONIST

Jasmin, you resonate with the Enneagram type 1 which is also known as the Strict Perfectionist

Principled: You want to lead by example and value your integrity. You stand for what is right and good.
Objective: You are able to see and judge details, people and situations objectively, without getting emotional.
Conscientious: You are reliable and responsible. You stick to your word and see things through to the end.
Structured: You enjoy opportunities to structure your world and are naturally adept at organising.
Quality-minded: You have a knack for detail and pay attention to quality and the application of standards.

Motivation

This style stems from the **motivational need to be good or right**. As an Ennea 1 you are likely to value being a good person and as a result self-control, integrity and quality are important to you. You strive for perfection and appreciate standards and structure.

At your best others experience you as inspiring and idealistic. You offer the gift of **dignity** to yourself and the world around you. At your worst others may experience you as judgemental, critical, uncompromising and pedantic. This stems from an acute awareness of imperfections and a sense of not being good enough.

Typical Action Patterns:

- Self-control is important to you. You are likely to be adept at organising, and prefer to work in a structured and systematic way, enabling you to plan and complete tasks reliably.
- Others tend to experience you as responsible, organised, quality-oriented and critical. You work hard and may overwork to meet your own standards. You tend to be thorough and rigorous in everything you do, believing that if something is worth doing, it is worth doing correctly.
- You are likely to be hardworking and conscientious, focussing your efforts on achieving excellence or perfection. These high standards make you take on too much, believing that others will not meet the required level of quality.

Typical Thinking Patterns:

- A desire to live according to the rules may have led you to develop an internal scorecard against which you measure yourself and others. You have a strong sense of right and wrong, set high standards for yourself, and hold yourself and others accountable to these standards.
- Your inner critic is well-developed and you may constantly focus on whether things are right, have been done well enough, and how you can improve them. Your internal dialogue may include a lot of “I should”, “I must” and “I ought to”. This list of what you should or should not do may both stretch and restrict you – once you believe you should do something, you find it quite easy to do so in a disciplined way.
- You may seek out groups that validate and allow you to express less correct needs as a result of that group’s unique rules, using others to justify things that you would otherwise not be able to.

Typical Feeling Patterns:

- You work hard to keep your emotions under control and although you may experience a lot of anger, you rarely express it. You are more likely to express momentary irritation.
- Your anger may be triggered when you consider how things should be and you may find it difficult to accept the way things are now.
- Your feelings of frustration and resentment are likely to centre on others and the ways they seem irresponsible, and unconcerned with quality or unethical.
- Even though you strive for perfection and are highly self-critical, you intensely dislike it when others point out your imperfections and tend to react defensively.
- When you choose to express anger, it is well thought-through and you are able to justify your objections with a list of grievances and details about past disappointments.

Blind Spots

- You might feel surprised when others interpret your comments as criticism, suggesting a blind spot for the ways you appear critical or impatient, even when trying to be constructive.
- Many Ennea 1s believe they know how things should be and that they have an obligation to fix the flaws they see. As a result, you may overstep your authority or intrude on others' turf.
- You may be unaware of how irritation, anger and resentment show up in body language despite your efforts to control and repress these emotions.
- When you feel certain about an issue, your self-critical nature is silenced and you may become self-righteous and stubborn, struggling to see or accept that others might also have a valid perspective or response.

Worldview

The world is imperfect and you can work towards improving it and improving yourself.

Focus of Attention

You focus attention on distinguishing between right and wrong, good and bad, correct and incorrect.

Core Fear

That there is something intrinsically wrong with you; being defective and "not good enough"

Self-Talk

I must be perfect, I must avoid mistakes.

Gifts

Goodness, Dignity, Wholeness

Vices

Anger expressed as irritation, frustration, resentment and self-righteousness. Hurtful Criticism of self and others for not being perfect.

DEVELOPMENT EXERCISE

You will benefit from recognising, getting to know and finding healthy ways of working with your repressed or unexpressed anger. How easy is it for you to recognise and express your anger in a healthy way?

As your self-mastery grows, you will become more flexible and adaptive; both essential capabilities in a complex world. Can you see and appreciate that everything cannot be judged as black or white; right or wrong?

To be more integrated, learn to let go of the need to control, contain and maintain all the details all the time. What needs to shift in you, in order for you to believe that others are also responsible and conscientious?

Relax the strong voice of your inner-critic. Put some effort into noticing and appreciating what is positive or right about each situation, project or person you encounter. Think of a challenging situation or project - how would you change your approach if you were to leverage more off what is already working or going well?

Notice how your need to be good and right creates physical tension in your body. Learn to listen to the messages from your body. What can you do to let go, relax and connect to the playful and open aspects of your body today?

The Ennea 1 has the following strengths and positive qualities

This section helps you tap into and appreciate the strengths and positive aspects of your Enneagram style. These strengths, when harnessed in a healthy and balanced way will support your wellbeing, goals and relationships. To help you harness these strengths, ask yourself the following questions:

- How can I use this strength to assist me in overcoming my current challenges?
- What habits and behaviours support me in my capacity to harness these strengths?
- How easy or difficult is it for me to acknowledge and appreciate my good, true and beautiful qualities?
- What does each strength look like when over-utilised or applied in an unhealthy way?

The Ennea 1 seeks to live as a model of integrity and to behave in an exemplary manner. This can set the tone for others in terms of quality, responsibility and ethics.

You are very conscientious and when you say yes to a task or take responsibility for something, you see it through to the end.

You probably enjoy and excel when given the opportunity to structure and organise work. Being given disorder and chaos with the opportunity to create practical order and structure is therefore stimulating to you.

Your ability to monitor and regulate your own behaviour is probably well developed. Monitoring how you act and express yourself enables you to distinguish yourself as controlled and particular.

Even though you find it difficult to delegate, when you do so you will be precise and detailed in your instructions; you provide clear goals and guidelines for others.

You are likely to be known as someone with a highly discerning mind. Your alert and observant ability should enable you to zoom in on mistakes, inaccuracies and quality problems.

Your need for perfection may even manifest as an immaculate appearance (clothes, hair etc.) or a particular interest in maintaining your fitness and physique. This drive towards self-improvement may serve you in some aspects of your life.

Even though you are very critical, you will respond positively when you find others who are able to meet your exacting standards. This positive assessment will enable you to trust the person in question with tasks and responsibility that may seem slightly unlike you to people who don't understand your criteria of measurement.

You desire integrity and will uphold ethics and policy in decision making. You may resonate with the need to find an ethical platform on which to construct your life.

Your focus on methodology enables you to emphasise the action aspects of tasks and put emotions aside when necessary. This also facilitates consistency and quality.

Your meticulous approach makes it easy for you to justify and explain your decisions to others.

You are likely to be adept at controlling your emotions.

When you show your emotions openly, you will be able to justify and explain your reasons for these feelings in a lot of details.

The Ennea 1 has the following weaknesses and challenges

Just as every Enneagram type has core strengths, each also has potential areas for growth. This section explores tendencies and patterns that may arise for Ennea 1s, particularly when strengths are overextended or when underlying fears come into play. Understanding these patterns is a key step in harnessing your full potential.

Taking on a huge workload may be one way of keeping busy and disconnecting from your feelings.

You may struggle to delegate and pass responsibility on to others as you believe that they will rarely do it right or as well as you do.

Your need to get it right may also lead to very slow decision making or an avoidance of decisions, in case it turns out to be the "wrong" decision.

Because you prefer self-control to anger and want to act in a manner that is beyond reproach, you may struggle to read the cues of anger effectively. This self-denial may lead to your anger "sneaking up" on you, leading to reactive behaviours.

Relaxing when there is work to be done may be very difficult, if not impossible, for you to do. This inability to relax impacts on you as well as the people around you. It can lead to you being over-serious as well as to compulsive behaviour such as compulsive cleaning, ordering, sorting and planning.

Others can experience your need to get it right as rigid and moralistic. This critical stance in relation to others often impacts on the extent to which people are willing to be proactive and show initiative. Critical energy quickly extinguishes the creative spark in others and does the same thing to your own creativity.

By constantly monitoring your expression and action, you may end up struggling with spontaneity and may end up worrying excessively about details and aspects of yourself that others don't notice and appreciate.

Despite generally being critical, you will very rarely be able to access this if you believe that you are doing the right thing. This may make it difficult for others to discuss a problem with you that you don't see; and can lead to a 'moral high ground' which others fear to tread.

Ennea 1's may have a subconscious belief that love should be earned and that you can only earn love by not making mistakes and being "perfect". This may lead to you also holding your significant others to very high standards which may lead to them feeling judged by you.

Your need to avoid mistakes and get things right can lead to "Analysis Paralysis" and procrastination. In an attempt to perfect things, you may miss deadlines or opportunities to act. It can lead to things taking you longer to complete which in turn may lead to long working hours and work encroaching on other responsibilities.

Your sense of responsibility and desire not to disappoint others is so deeply entrenched that it leads to you pushing through with tasks and commitments you don't want to follow through on, merely because you said "yes" in the past and refuse to go back on your commitment. This can lead to resentment and may act as an undercurrent in tone to significant relationships but will most likely not be expressed.

The Ennea 1 suppresses and denies "bad" emotions. Despite working hard at controlling irritation, resentment and anger in particular, it may be showing up in your body language more than you are aware of. Your sense of self-control may therefore be unrealistic as others are likely to pick up on these emotions anyway. It will therefore still impact on group dynamics, despite your efforts to control these emotions.

The Ennea 1 is quite adept at making others feel judged and found wanting despite having a constructive intent with their feedback – whether this is about lack of responsibility in others or the extent of quality and commitment you show. This may impact on team dynamics in an unhealthy way as well as on people's confidence levels.

27 Subtypes & Instincts

We have three basic instinctual drives that are essential for human experience, all three residing in us as necessary body-based primal forces. They are separate from personality and are behind our life strategies, often unconscious, yet powerfully directing our fundamental way of being. While these instincts are always there, one of the three becomes dominant and is more easily accessed and therefore more easily used than the others.



The dominant instinct merges with the main Enneagram type and is then a style called the Subtype. The three basic instinctual drives, namely Self-Preservation (physical survival), One-to-One (relationships) and Social (communal hierarchy) are ways in which we express ourselves in the world and in human interactions.

All three are important for growth and the transformation process. Since the instincts can also affect each other's functions, it is important to work towards attaining maturity and balance of all three instincts, as each plays an important role in all spheres of life (work, home and family).

Jasmin, you are an Enneagram type 1 with a Self-Preservation (SP)

Definitions of the three instinctual goals

Self-Preservation - SP

The primary concern for the Self-Preservation instinct is survival, physical safety, material security, wellbeing and comfort. Behaviour is shaped to focus on safety and security concerns, on avoiding danger, maintaining a basic sense of structure, and on having enough resources. Beyond these basic concerns, the self-preservation instinct may place emphasis on other areas of security in terms of whatever that means for a person of a specific Enneagram type.

Social - SO

The primary concern for the Social instinct is about belonging, recognition, and relationships in social groups. Behaviour is shaped to "get along with the herd" - with family, community and groups of importance. This instinct focuses on how much power or standing one has relative to other members of "the group" in terms of whatever that might mean for a person of a specific Enneagram type.

One-On-One - SX

The primary concern for the One-to-One instinct is with intensity of experience, focusing attention on the quality and status of relationships with specific people. The energy is aimed at achieving and maintaining one-to-one connections, attracting particularly intense contacts and associates. This instinct seeks a sense of well-being through one-to-one connections with people in terms of whatever that means for a person of a specific Enneagram type

A deeper understanding of the SP - 1

Your gift to the world is your focus on what is right and proper and the self-discipline you bring to ensuring your own conduct meets these standards. Others see your good intentions, patience, decency and reliability shine through in everything that you do and experience you as warm, friendly and kind. You are disciplined, organised and will work tirelessly to meet your commitments.

Despite this, worry is a natural companion in your life. You have difficulty with ambiguity and uncertainty and you feel the need to plan, predict and control the future. In particular, you worry about how your own failings and mistakes might impact on the future and this makes it hard to let go and be carefree. You assume that the world isn't a forgiving place for your mistakes or shortcomings.

You believe that your survival depends on getting things right, and you constantly work towards perfecting yourself and your actions. You may engage in ritualized or obsessive activities and thoughts in an effort to keep your anxiety at bay and to feel you have control over your environment.

You may be described as a perfectionist. With your heightened sense of responsibility and awareness of what the 'ideal' should be, you are very hard on yourself. Your fierce inner critic finds fault or sees the need for improvement, creating feelings of anger and frustration with yourself and others. However, your inner critic also tells you that anger is inappropriate behaviour, which leads you to repress angry emotions and instead work hard to be tolerant, patient and calm with others.

When focused on tasks, you can be seen as a 'micromanager:' controlling and a stickler for detail, with a tendency to check and double check to make sure that everything is perfect.

You see yourself as the custodian for the 'right way' to do things and you may have taken on responsibility from an early age. As a leader, you take on a lot of responsibility but also can see clearly how to proceed. At your best, you share this with wisdom, support and appreciation for the efforts of others. In less healthy expressions, strictly or rigidly enforcing this 'right way' can lead to conflict as others feel that their view or perspective is not included or that they are being excessively criticised.

You are a tireless worker and may put your personal desires and well-being on hold for the sake of doing what needs to be done. You place a much higher value on being right than on being happy and this can lead to inner tension.

In relationships you may believe that people do not willingly share, so that love and support are not freely given and must be earned with good behaviour. Your belief is that everyone must look after themselves, and you start worrying when you have to support someone else.

DEVELOPMENT EXERCISE: Balancing and Developing as SP 1

- **Your growth and development journey lies in** the relationship with your internal critic and the underlying anger that simmers beneath your high expectations and frustrations.
- **Consciously intervene with presencing and** mindfulness practices that grow awareness of your mindset, relationships and your view of reality. Practices that encourage serene awareness of how feelings show up in your body are particularly helpful, such as meditation, breathing, yoga, tai chi or martial arts.
- **Create a discipline around making time and** space for self-care and your own well-being – through exercise, play, spending time in nature or any other activity that brings you joy.
- **Rather than judging and suppressing your** emotions as 'bad,' seek to reveal and understand the thought patterns and triggers that default to anxiety-provoking future scenarios, past happenings, judgement of self, others, events and contexts.
- **Paradoxically, by working to embrace your** imperfections and limitations as part of your unique gifts, you invite serenity and the ability to express your best self. Reducing anxiety creates space for your talents of focus and determination, perseverance and principles to be felt more fully in the world.

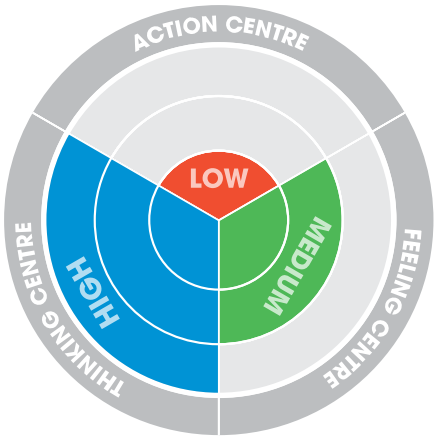
Centers of Expression

The Center of Expression is at the core of how individuals predominantly show up in the world. Some people project and connect to their emotions, whereas others are more connected to their thoughts and others their bodies.



The Dominant Center you express and project into your environment is Thinking Center
The Weakest Center you express and project into your environment is Action Center

The Head-Heart-Hands analogy is another way of thinking about the Centers. We have all three Centers present, but use them differently and in a different order. Your dominant Center of Expression shapes your way of interacting with others and how they experience your energy and your approach to things. Depending on the balance between your internal experiences, intentions and your behaviour, there may or may not be consistency between your internal perception of your centers and what others experience.



It takes mindfulness, presence and using all three Centers in a healthy way, for higher Intelligent Centers to emerge. This balanced and present way of being in the world is sometimes referred to as the “fourth way”.

When confronted with an unusual or surprising situation, your sequence of expression into the world is likely to be **Thinking Center first, Feeling Center second and Action Center last.**

Thinking Center of Expression: HIGH

- Thinking Energy is COOL.
- It relates to logic, analysis and rational processing of information as well as criticism and mental chatter.
- It corresponds with the area of your brain known as the prefrontal cortex which is sometimes referred to as the executive function of the brain because of its capacity for prioritisation, judgement, goal-setting and analysis.
- Unhealthy expression of this Center is like the busy, “monkey mind”.
- Healthy expression of this Center is quiet and spacious.

As your Thinking Center is highly expressed, others are likely to experience you as:

- Relying on logic and intellect as a means of solving problems and responding to the world
- Objective and analytical
- Contributing clarity and deep knowing to problem solving and planning
- Interested in detail and observing the functioning of the world.

At your worst, others may experience you as:

- Struggling to respond appropriately in situations where a more emotional or gut-instinct response is required
- Overly analytical and inclined to intellectualise problems
- Having a busy mind that is constantly processing and evaluating information
- Fixated ideas and beliefs about the world, yourself and others that distorts what you pay attention to.

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Feeling Center of Expression: MEDIUM

- Feeling Energy is WARM.
- It relates to a range of emotions that we express, coupled with our experience and reaction to the world we inhabit.
- It corresponds with the area of your brain known as the limbic system which plays an important role in emotions and motivation.
- Unhealthy expression of this Center is reactive.
- Healthy expression of this Center is receptive and authentic.

Action Center of Expression: LOW

- Action Energy is *HOT.*
- It impatiently drives action and results and is mostly experienced as gut instinct and bodily presence.
- It corresponds with the area of your brain known as the brainstem which plays an important role in conducting sensory information and the basic bodily functions that keep you alive.
- Unhealthy expression of this Center is unfocused and manic.
- Healthy expression of this Center is grounded and alive.

As your Action Center is low in its expression, others are likely to experience you as:

- Responding to challenges at your own pace
- Less likely to trust and act on gut response or information from the body when making decisions or confronted by an issue
- Easily falling into habitual thinking, feeling and action patterns as a result of insufficient contact with body intelligence.

DEVELOPMENT EXERCISE: The Center of Intelligence

Here are some ideas on practices and approaches that support the expression of all The Centers in an intelligent, present and mindful way.

As your Thinking Center is most likely to be over-expressed, you can support a more balanced and healthy expression of this Center through the following exercises:

- Build self-awareness regarding the distinction between thinking energy that is spacious and quiet vs. thinking energy that is expressed as busy, “monkey mind”.
- Tune into the quiet mind as a regular practice by practicing mindfulness meditation or other forms of presencing.
- Focus on becoming more awake and attuned to The Centers of expression that are not as dominant, namely Action and Feeling. This entails connecting to your gut knowing as well as relating to others and your own heart.
- Deliberately tune into the self-talk, beliefs and assumptions that are guiding your focus of attention that may mostly be playing out at a subconscious level. Ask yourself from a space of curious acceptance: “Why am I paying attention to this and not that? / Why do I value this? / Where is my attention going? / Do I really know this to be true?”
- Shift the attention in meeting preparation from what needs to be done, to how things could be done. This is the shift from content into process. Practice making deliberate process choices to support desired outcomes as opposed to getting lost in content.
- Tune into the impact of your contributions on the people around you. Ask for feedback from those you trust on how to maximise your contribution to the group through greater self-awareness and new patterns of participation.

As your Action Center is the least expressed of The Centers, you can support a more balanced and healthy expression of this Center through the following exercises:

- Breathe deeply and make the deliberate choice to consult your body when making decisions. What instinctive "knowing" emerges when you listen to yourself from a place that is present and grounded in the moment?
- Get in touch with your body and gut knowing. Exercises that strengthen your awareness of your body such as massage, resistance training, horseback riding and dancing can be helpful in this regard.
- The body is capable of holding history and trauma in a significant way. If you experience sensitivity or anxiety when coming into contact with the sensations of the body, consider working with a somatic practitioner (body therapist) to support this journey.

Your Center-Specific Styles

Even though your dominant Center of Expression is the Thinking Center, you also have a specific Triadic Style. There is a particular way in which you engage with your feelings, actions and thoughts, which is flavoured by your Enneagram Profile. You may be most aware of this when you are triggered, confused or when you realise that your instinct says one thing, your head another, and your heart something else.
Each of your Centers can be operating in a specific mode: Internalised (Inwards), Contradicted (Locked), Externalised (Outwards). The combination of these three gives your personality a different way of expression to other people. Observing and becoming aware of how your center modes operate can benefit your development and growth.

Your Center-Specific Styles

- Internalised Action Center
- Externalised Feeling Center
- Internalised Thinking Center



As a result you are likely to internalise or practice self-control in the face of gut impulses, focus emotional and relational energy on others and quietly apply your thinking energy inward, thereby creating a rich thought-world for yourself.

This blend of energies combines traits of being principled, giving and wise. It is likely to intensify the value you place on paying attention to the kinds of details that are important to you in your world. At your best it will enable you to step into the space of mentoring others through the application of information, wisdom and energy to support the growth of others.

Wing Influence

The wings refer to the way in which the two adjacent enneagram styles influence and complement the expression of your main enneagram style. An important pathway to development lies through understanding the wings and using them effectively. While both wings are useful and necessary for our self-development, most individuals are more reliant on one of the wings and neglect the other. It is also possible for your wings to switch during significant changes in your life. Balanced individuals who have done a lot of psychological and self-development work may consciously access both wings.

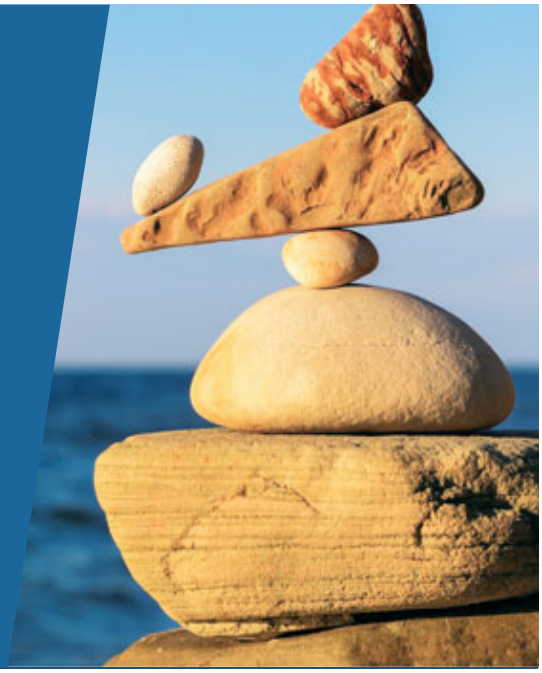


Integration levels for Wing 9 9 — 1 — 2 **Integration levels for Wing 2**

	Integration levels for Wing 9	Integration levels for Wing 2
HIGH	• Soften your internal tension, making it slightly easier for you to relax and loosen up without having to get away from all your responsibilities • Make it easier for you to not take your judgements too seriously • Make it easier for you to explore and ask for inputs from other people rather than only depending on your own opinions and judgements	• Balance your task-orientation with a greater degree of people-orientation, thereby tempering your standards with concern for people • Enable you to be more consistently generous, giving and kind by focusing your sense of justice and fairness on other people as much as on what is right or wrong for you • Make it easier for you to display warmth and affection towards other people by engaging them in social conversation
MODERATE	• Improve your ability to relax about things that aren't perfect • Enable you to take small breaks to get away from your responsibilities for a moment before continuing with work • At times lead to others experiencing you as detached and disconnected from human aspects involved in matters	• At times lead to others experiencing you as somewhat hypocritical due to your tendency to claim the moral high ground • Make you more sensitive to criticism than someone with a wing 9 • Enable you to hold an awareness of standards and quality while also being sensitive to the implications of this on people
LOW	• Lead to an over-control of feelings which could result in physical inflexibility • Make decision making more difficult for you and can lead to slow decisions or indecision • Potentially lead to you "sweating the small stuff" as it may contribute to compulsive tendencies	• Potentially lead to dependency and jealousy in intimate relationships • Lead to self-punishment and increasing expectations that you are unable to measure up to • Create an impression with others that you are self-righteous

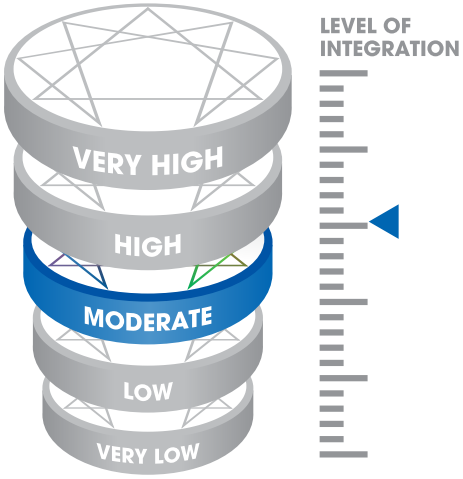
Self-Awareness and Integration

The level of Self-Awareness, self-mastery and integration indicates the extent to which you have been able to consciously free yourself from the ego-fixations of your type. It also measures how aware you are of your blind spots. Integration is a subtle and powerful journey of personal awareness development in life. This is a temporal measure and will fluctuate and change as you invest in your personal growth but also as your circumstances become more or less challenging. At a lower level of self-mastery, a lot of behaviour is driven by core fears or reactiveness that relates to your main Ennea Type. At moderate levels this may have "eased" to core concerns that are less reactive, but that still drives and motivates behaviour to a large extent. At a higher level, there is often a component of "letting go" of your core concerns as you come to understand and move beyond the limitations of your main Ennea Type.



Some Enneagram models make use of nine levels of integration from a development perspective. This test aims to broadly measure your self-mastery according to five levels rather than nine. Even though we all may, at our best, be able to access a high level of self-mastery and a low level of self-mastery at our worst, there is likely to be a concentration of energy and behaviour at a particular level of self-mastery at this point in time. The description offered in this report, taps into this while acknowledging that this is not the only set of behaviours you may have access to at this point in time.

It is important to note that, at higher levels it becomes more difficult to accurately type through a static test. At a high level of integration one moves towards the centre of the Enneagram, which may moderate the core motivations, behaviours, themes and fears of your main Ennea type significantly. At a high level of integration, working with an Enneagram coach can help you identify your type should a test be unable to do so.



Jasmin, you are an Ennea 1 who operates at a MODERATE level of Enneagram awareness and mastery.

At a MODERATE level of self-mastery, the following applies:

★ **Even though you are starting to connect more** frequently to your inner experiences and the limitations of your worldview, you may often default to a more habitual or automatic response style. Maintaining self-awareness, particularly when you are experiencing a high level of strain, still takes a lot of hard work and may therefore not be consistently maintained.

★ **You may be struggling to see the defective and less** constructive aspects of behaviour of those friends, colleagues or team members whose quality of work and standards of excellence you value. These individuals may seem beyond reproach to you at times.

★ **You will react negatively to suggestions that your** standards are slipping or that violate your values, but may be more able to cope with some aspects of feedback that allow you to improve the quality of your work.

★ **You are likely to be quite aware of your critical** thoughts and feelings. This awareness may lead you to try and control your inner-critic, irritation, frustration and anger. Your body language may however still be giving you away to others despite your attempts to mask or hide these thoughts and feelings.

★ **As you continue to develop and integrate as an** individual, you will find yourself moving towards more consistent and pervasive self-motivation, self-knowledge, openness to feedback and personality integration.

★ **You may however still be more reminded of the need** for development when you are under strain, falling into more complacency when things are going well.

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Your judgemental tendencies are likely to still manifest quite strongly, especially if you feel mistakes are being made or that standards are slipping. This allows you to move from "Judge" to "Teacher", with a greater emphasis on corrective action than on punishment.

You may have a vision for yourself that is still being articulated.

You are methodical and systematic when tackling challenges, but are starting to control your compulsive tendencies when they arise.

DEVELOPMENT EXERCISE: Key challenges towards self-mastery and integration

Redefine perfection to excellence. This is not a lowering of standards, but whereas perfection never allows for mistakes, excellence allows room for a mistake to happen once, before learning from it and growing in the process.

Give yourself permission to be compassionate and kind to yourself, especially when you've made mistakes.

Focus on noticing and appreciating the positive in yourself and others as a daily development practice.

Explore your anger constructively.

Learn to express your needs and what has personal meaning to you.

You can also work at integration through the expansion of your wings. Through Ennea 1 wing 9, this enables you to learn to relax. Through Ennea 1 wing 2, you learn to soften your task orientation by focusing more on other people. This requires you to be more open, empathic and engaging.

Another strategy for growth is through the connecting lines on the Enneagram. Ennea 1 links to Ennea 4 which urges you to tune into your deep personal needs and what has meaning to you more. Ennea 1 links to Ennea 7 which urges you to have big, bold visions and to explore possibilities rather than focusing so much on limitations and problems.

Strain Profile

Your strain profile provides you with your subjective experience of the amount of stress you are experiencing in your present environment. It is measured separately from your Enneagram Profile in the test. It therefore gives you a view of the context within which you are operating at the moment.



This aspect of your profile is linked to the way in which you are experiencing your life circumstances right now. It is therefore a more time bound measure than the rest of your Enneagram profile. It is also a subjective measure based on how much pressure you're currently experiencing. Remember that what may cause a lot of strain for one person, may cause much less strain for another. You should therefore not use this score as an objective or comparative measure of strain in relation to someone else's profile.

Your Overall Strain Level

This indicator provides you with an aggregate, big picture view of how much strain you are experiencing at present. It combines all the different types of strain you are experiencing. Even though you may not be feeling like this right now, it does give you an indicator of where your strain level lies at present, given your current circumstances. If your life circumstances drastically change, this score will be affected.

Jasmin, your **Overall strain is MEDIUM.**



This indicates that you are experiencing some pressure and strain in your life right now. This may be as a result of high strain in some areas of your life, while experiencing less stress in other areas of your life. Alternatively it may be as a result of a medium level of strain in most areas of your life. To understand your strain profile better, consider the specific areas of strain in your profile.

At a medium level of strain, the pressure you are experiencing may be affecting your overall wellbeing. A medium level of strain that persists over time is likely to have a significant impact on you. Consider your health and wellbeing from a holistic perspective to get in touch with ways in which this may be manifesting in your life at present. Your general level of strain may also lead to an intensification of pressure when you encounter events or tasks that cause you more pressure than normal.

If you have very few big stressors in your life at present it may be that your strain profile is tapping into a more pervasive internal tension or dissatisfaction you experience in your life. It may also relate to your personality, e.g. people who are more pessimistic in their outlook generally rate somewhat higher on some aspects of strain than people who are intrinsically optimistic. You may also show more "A-Type" behavioural tendencies, making you impatient, hard-driving and responsive to stress and deadlines in a positive manner.

If you are experiencing some significant stressors in your life at present and your strain profile is still only medium, this may be indicative of coping strategies being applied with moderate to good impact. It may to a lesser extent also relate to denial or under-reporting.It would be meaningful for you to consider your strain profile in relation to your main Enneagram type and your level of integration to help you understand this better.

A medium level of strain is often a good springboard for further growth and development, as you are likely to be feeling the impact of some behaviours or aspects of your life that isn't working. This discomfort may therefore enable you to embrace some of the changes required in your life.

DEVELOPMENT EXERCISE

As you are experiencing a medium level of strain in your life...Consider the following development activities:

Decrease the negative defence mechanisms Your strain level may in part be as a result of old habits or patterns that you are stuck in that are not particularly useful or healthy. When working with defence mechanisms, please note that professional assistance may be required. As you let go of your defences, you may experience a surge of vulnerability as defences are put in place to protect you from pain, or anxiety in some way. Examples of defence mechanisms are denial, withdrawal and control and often start out as a good intention. Look at your main Enneagram profile for some insight into your defences.

Learn from others What are other people in a similar position to you doing that you can learn from? What are people doing that are in the same boat as you but that seem more relaxed and positive? Talk to them.

Zoom in on causes Try to understand what lies at the root of the strain and address this issue. In doing so you will have to make distinctions between symptoms and root causes. Look at the different areas of strain reported in this profile for some direction in your exploration.

Motivate yourself for change Strain can be very positive as it gives you the energy to do things and make courageous changes. Use this strain as an activation force in your life.

Enhance the positive coping mechanisms Reflect on what you are doing that is helping you cope with the stress in your life in a positive way. Once you know what this is, do more of it.

Guard against minimising impact Don't get too used to where you are at if it isn't working for you. If you rationalise the strain over time, it may impact on your health, wellbeing and relationships in a more radical way in future as the impact on your body and relationships accumulate.

Expand your coping repertoire You may also want to consider the balance and mix of the coping mechanisms you are drawing on. If all your coping mechanisms are social, or all of them are cognitively driven, you may want to expand your repertoire to include physical exercise. Consider your Center of Intelligence to help you consider alternatives and greater balance and variety possibilities.

Zoom in on areas without strain Consider the areas of your life where you are experiencing significantly less strain. How much time are you investing in these areas of your life? What is enabling a more relaxed state here? Once you are aware of areas that are healthy, you can either choose to draw on this more, or apply the things that are working on other aspects of your life.

Environmental Strain

This indicator measures how you feel about your environment. It relates to how safe, satisfied and connected you feel to your community and neighbourhood. It also measures whether you experience your home and neighbourhood to be conducive to the quality of your life. The extent to which you live your life indoors will impact on your strain score in this area. This is a subjective measure and does not indicate that you are safe or unsafe; it merely taps into whether you feel safe or unsafe. It therefore does not provide an objective measure of the quality of your environment.

Jasmin, your **Environmental Strain is HIGH.**

- You don't feel that connected to your environment and are acutely aware of the collective challenges in your community
- You feel quite unsafe in your neighbourhood and home
- You are likely to spend a lot of time indoors and may not want to or consider spending more time outdoors or in the community
- Your home environment may be inhibiting your ability to get things done
- Environmental and service delivery challenges may be big on your agenda and may detract from your core focus on a regular basis



Vocational Strain

This indicator measures how you are feeling about your career choices and work. It relates to how passionate you are about your work and how enjoyable it is to you at present. Your score will also be impacted by the amount of stress you experience at work and the quality of your relationships at work. If you are unemployed or have made alternative vocational choices at present, this will also impact on your strain score in this area. This is a subjective measure and does not indicate performance at work. It merely taps into your perceptions about your current vocational reality.

Jasmin, your **Vocational Strain is LOW.**

- You are satisfied with where you are at in your career
- You are happy at work and enjoy what you are doing most of the time
- You get along well with your colleagues and feel supported by them
- You feel able to cope with the amount of stress and responsibility you carry
- You may potentially feel ready to take on more challenges



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Physical Strain

This indicator measures how you are feeling about your connection to your body and physicality. It relates to how healthy, energised and fit you feel. This is a subjective measure and may not indicate that you are healthy or unhealthy, it merely taps into whether you feel healthy or unhealthy.

Jasmin, your **Physical Strain is MEDIUM.**

- You feel somewhat positive or neutral about your health at present
- You are comfortable with your body and weight but there may be some things you don't quite like or want to accept
- You may want to improve your fitness levels and spend a bit more time exercising than you're able to
- You don't get ill that often, but do on occasion struggle with some minor health issues
- You wake up feeling more ready and energised on some days than on others
- Your energy levels fluctuate throughout your average day



Interpersonal Strain

This indicator measures how you are feeling about your intimate relationships with family and friends. It relates to the quality of these relationships and whether you are able to invest in them. Perceived lack of support and high levels of conflict in close relationships will impact on your strain score in this area. This is a subjective measure and may not indicate whether these relationships are healthy or unhealthy. It merely taps into your experience of the quality of your intimate relationships.

Jasmin, your **Interpersonal Strain is LOW.**

- You are satisfied with the amount of time you get to spend with friends and family
- You have a social life that meets your needs
- You experience a low or normal amount of conflict in your close relationships
- You are satisfied with the level of intimacy in your closest relationships
- You feel supported by the people close to you



Psychological Strain

This indicator measures your perception of how well you are coping with your present circumstances on a psychological level. This is definitely not a tool aimed at any clinical diagnosis whatsoever. It is not an indicator of psychological problems but a high score may warrant further professional investigation and support into the impact of your circumstances on your emotional wellbeing
This is a subjective measure and may not indicate that you are actually coping or not coping, it merely taps into whether you perceive yourself as able to cope with your challenges on a psychological and emotional level and the extent to which you feel overwhelmed.

Jasmin, your **Psychological Strain is MEDIUM.**



- You are able to cope with some aspects of your present circumstances better than you feel able to cope with others
- You feel affected by your emotions on occasion and this may be impacting on your wellbeing to some extent
- You experiences bursts of stress and anxiety but are then able to relax again or you are mildly tense over time
- You have to remind yourself to stay present at all times as you may occasionally be tempted to “tune out”
- You feel down on occasion, but this is not pervasive or too intense for you to cope with
- You may wish to feel more consistently able to deal with all your challenges on an emotional level

Happiness

This indicator approaches strain from a more generalised and positive perspective. It measures whether you feel optimistic, joyful and happy about your life at present. It therefore relates to your subjective experience of fulfilment and joy in your life but other people may not experience the way you project yourself in quite the same way. This merely taps into how you feel about your life and not how others perceive you.

Jasmin you report experiencing a MEDIUM level of Happiness at this point in time.



- You are happier on some days than others or that you feel mildly optimistic or even neutral about things
- You temper your optimism with a realistic perspective on what is possible
- You would welcome more joy and fulfilment into your daily life
- There are some things you would like to change about your life, but you are contented about most aspects of your life
- You experience both stress and joy in equal amounts

Lines of Release and Stretch

These Enneagram Lines reveal unique insights and pathways for your personal growth journey that go beyond your core type. They connect you to qualities that challenge and expand your habitual patterns, broadening your perspective and revealing new possibilities. By intentionally engaging with both lines, you'll discover new dimensions of yourself, enhancing your resilience, greater awareness and authenticity.



7 Release Point: Relax, Spontaneity, Exploration

Jasmin, turn to your Release Line when struggling with pressure to gain a fresh perspective that provides emotional grounding and renewed energy. This path reveals complementary strengths that restore balance when life feels overwhelming.

Integrate Work and Fun

- You don't often allow yourself the luxury of relaxation or letting go. Consciously create spaces and time for relaxation and enjoyment.
- Take pleasure in the world around you. This isn't about shirking responsibility, but about recognizing the importance of balance.

Become More Spontaneous

- Practice trusting your instincts and your ability to adapt to changing circumstances. This allows you to become less dependent on excessive planning and preparation, freeing up mental energy.
- No longer see playfulness and responsibility as an either/or choice; this enables you to release much of the inherent strain. Embrace unplanned moments.

Explore Possibilities

- When you feel yourself judging (yourself or others), pause and ask if this standard is objectively true. Are there other valid ways of approaching this situation?
- Actively engage with different perspectives; connecting to alternative ways of doing things frees up energy often consumed by defending your 'right' way.

4 Stretch Point: Expressive, Creative, Self Care

Engage with your Stretch Line when feeling stuck or stagnant to see your challenges differently. This transformation path develops powerful qualities outside your comfort zone, creating breakthroughs by challenging old patterns.

Develop Deep Connections

- Because your inner critic can be harsh, actively cultivate deeper, more meaningful connections with people and activities that resonate with you.
- Work to connect with the perspectives of others in a non-judgmental way. Seek understanding rather than immediate evaluation.

Expand into a More Fluid Working Style

- Jasmin, Challenge your tendency towards rigidity. Practice adaptability and "going with the flow" to release energy that's often trapped by a strong sense of responsibility.
- Moving from "should" to "want" can unleash spontaneity and a sense of freedom within you. Experiment with less structured approaches.

Express Yourself More Creatively

- Find outlets for creative expression as a vital part of building resilience. This doesn't necessarily mean becoming an artist; it's about finding ways to express your inner world.
- Encourage yourself to try doing things in ways that invite expression rather than judgment, allowing for more spontaneity and exploration.

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Communication

The ability to communicate effectively is one of the key competencies that enable professional success. It takes the form of listening behaviours, verbal, non-verbal and written communication. You owe it to yourself to make an impact and support your knowledge and professional skills through your effective communication.



To improve your communication skills, you need to start by becoming more aware of how you communicate and how your communication style is being experienced by others.As you explore your own communication style in relation to other people around you, you may start noticing that each Ennea type has not only its own communication style, but also its own language.

Verbal and Written Communication

Jasmin, your communication style is likely to be very task-oriented and formal

Your communication style may seem very formal, structured and lacking in spontaneity

You are likely to prepare yourself well for meetings and interactions, especially if you are dealing with unfamiliar environments, content or people

You communicate facts and details in an accurate, systematic and precise way, structuring your thoughts well and communicating step-by-step

Your style can come across as teaching or preaching

When trying to prove a point or show others the errors of their ways, you may become argumentative and irritable

You present your ideas in terms of your judgements of what is right or wrong and can quickly end up sounding righteous

Your need to communicate precisely may lead you to search for the right words and language to use

You may quickly become defensive when criticised by others but will simultaneously be very critical of yourself and of others

Meta-Message

Meta-Message refers to the underlying message you may be communicating to others, potentially without even being aware of it yourself. It is often not directly stated but can be inferred from the tone, content and intention of your message when listening at a deeper level.

YOUR META-MESSAGE: Recognise and appreciate my good intentions and hard work

The Language of the Ennea 1

- Ought, should, must
- Rules and boundaries
- Judgements and strongly worded opinions
- Categorical thinking: right and wrong, correct and incorrect, good and bad
- Standards and quality
- Accuracy and precision
- Duty and responsibility
- Thoughts, not feelings

Listening

- In a listening environment you may struggle to keep yourself from reacting to, correcting and criticising individuals who communicate inaccurate or wrong information
- You will listen very intently and closely to people you hold in high regard
- Your internal critic and judge may preoccupy you, making it difficult for you to be fully present as a listener
- Your strong ideas about right and wrong will negatively impact on your ability to create an open, non-judgemental listening environment for others
- Others may experience you as critical, intolerant and judgemental
- When you are irritated and frustrated by conversation you may either "tune out" or become reactive

Body Language

- Serious facial expression
- Focused eye contact
- Visible muscle tension
- May frown a lot
- Straight posture
- Formal, rigid and controlled
- Well groomed
- You may try to hide negative reactions or signs of irritation, frustration and anger, but others will nonetheless pick up on these

Thinking Centered Communication

The productive use of your Thinking Center when communicating will enable you to:

- Communicate data and details in an objective and accurate fashion
- Share insights and implications of data with others
- Structure and plan your communication well
- Draw heavily on the language of logic and reasoning as you communicate facts and thoughts to others

An unproductive reliance on your Thinking Center can however impact on your communication in the following ways:

- Sharing too much detail and information with others, creating information overload or leading to analysis paralysis
- Potentially longwinded discussions
- Focusing on facts without awakening interest in others, thereby coming across as boring or uninspiring
- Over-intellectualised or inaccessible ideas that others struggle to comprehend or see the practical relevance of
- Projection of own thoughts and motivations to others

Instinct Style Communication

Jasmin, your Self Preservation instinct may impact on your communication in the following ways:

- Emphasise practical matters around money, food, health, safety and comfort in the content you communicate
- Make it more difficult for you to communicate and listen effectively when there are environmental distractions or if environments are uncomfortable and unpleasant
- Enable you to communicate much more effectively when you feel safe and at ease or are in a familiar environment
- Orientate your language and communication towards “I, me, my, myself”

Giving and Receiving Feedback

In a professional environment, the ability to give and receive feedback is a critical link in the chain of performance improvement and effectiveness. It also regularly forms part of the formal performance management process.



You can improve your ability to give and receive feedback not only by developing an understanding of how to give effective feedback, but also by integrating your understanding of the Enneagram with the feedback process. It may therefore be helpful to not only consider how your main Ennea type impacts on your style when giving feedback, but to also consider the Ennea type of the person you will be giving feedback to.

To assist you in your capacity to give feedback that others can hear, remember the following:

- When giving informal feedback, ask for permission to give feedback first
- Consider your timing
- Focus feedback on describing observable behaviour and be specific where possible
- Keep it manageable by not focusing on too many points or details
- Resist the temptation to make inferences and assumptions about the attitude of the other person
- Comments on beliefs and values become judgements
- Describe the impact of the behaviour on you, the work and others
- Make a clean request indicating preferred behaviour

In this process, the following feedback model may be useful:

1. **STEP 1: STATE INTENTION WITH FEEDBACK**
2. **STEP 2: DESCRIBE OBSERVABLE BEHAVIOUR**
3. **STEP 3: DESCRIBE IMPACT OF BEHAVIOUR**
4. **STEP 4: PAUSE FOR DISCUSSION**
5. **STEP 5: PREFERRED FUTURE BEHAVIOUR:**

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Giving feedback to others

Attitudinal position

- Others may not want your help in becoming perfect
- The other person's ideas of what is right/wrong may be different to your own and there is space for that difference
- The aim of the conversation is improvement, not criticism

Use your strength

- Draw on your capacity to be specific and precise when giving feedback about behaviour
- Use your ability to generate ideas about improvement
- Use your self-control to control and carefully choose the language you use
- Be forthright, direct and truthful about the situation

Be careful not to

- Over-prepare or over-rehearse
- Allow it to be a conversation of blame and recrimination
- Pick on too many details, issues and problems at once as you can easily overwhelm the other person and break down their confidence
- Use judgemental language
- Become too telling, preachy or prescriptive
- Be unrealistic in your standards and expectations as unattainable goals may be very demotivating and may break down their confidence
- Allow yourself to enter into the feedback situation without having resolved your built up anger and resentment
- Do the work for the other person by generating all the ideas around improvement and change

Receiving feedback from others

Your ability to be responsive to feedback is not only influenced by your main Ennea type, but also by your Level of Integration.

At a low level of integration you are likely to:

- Be very sensitive to criticism from others
- Respond in a very defensive and reactive way
- Deny or ignore feedback
- Blame others
- Struggle to control your anger as much as you want to

At a moderate level of integration you are likely to:

- Occasionally respond to feedback in an effective manner
- Require conscious effort to stay present and respond proactively to feedback
- At times overreact to feedback, while ignoring it at other times

At a high level of integration you are likely to:

- Take responsibility for not only your actions but also your anger
- Welcome feedback
- Use feedback in a positive and constructive way
- Be adept at distinguishing between objectives

Feedback Guide

If you know the Enneagram style of the person you are giving feedback to, consider these quick tips to help you prepare, adapt and position your approach:



1 Strict Perfectionist

- Ennea 1's are exceptionally self-critical and are likely to take criticism personally
- Start the feedback on a sincere, positive note by appreciating something about the Ennea 1 that is working well or that you appreciate
- Be direct and sincere – implied criticism is taken as personally as direct criticism, but is more difficult to resolve
- Avoid language about right/wrong
- Be specific in the examples of behaviour given and don't generalise or be vague
- Don't be surprised if frustration or anger erupts
- Minimise the extent to which the person spirals into self-blame
- Find ways of allowing the Ennea 1 to feel in control of the outcome

2 Considerate Helper

- Ennea 2's are normally used to giving feedback to others but may not be equally open to receiving feedback
- Keep a positive, friendly and optimistic tone throughout the conversation
- Be conscious of where you give feedback to ensure privacy
- Emphasise the importance of maintaining a positive relationship and reinforce your positive regard for the person
- Don't go into too much detail, only give more detail when the person asks for it
- Be aware of attempts to swing the feedback around and the conversation becoming about giving you feedback
- Offer and ask where support may be needed

3 Competitive Achiever

- Ennea 3's don't only dislike feedback, they are likely to actively avoid it
- Make the feedback about improving the Ennea 3's success
- Get agreement on the problem or issue as quickly as possible
- Don't drag it out with the Ennea 3 as they respond better to short and sweet feedback, but don't let their impatience push you into not saying what needs to be said
- Reinforce the way in which the behaviour being discussed promotes or detracts from goals that need to be achieved
- Use the competitive instinct of the Ennea 3 to your advantage
- Be as concrete and practical as possible by focusing on action steps
- Don't embarrass or show the Ennea 3 up in front of others

4 Intense Creative

- Make the conversation personal and intimate by using language like "I, me, mine"
- Ask about emotions
- Listen at the level of emotions and reflect these back to the person to show you understand where they are at
- Express your feelings about the situation
- Don't cut the Ennea 4 off in the conversation; give the person time to express themselves fully
- Emphasise how the change in behaviour would make the task more meaningful
- When making suggestions for alternative behaviour, position the alternatives in a way that allows the person to choose whether they feel this would work or not
- Create the opportunity to share creative ideas with each other on how to address the problem

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5 Quiet Specialist

- Be conscious of where you give feedback to ensure privacy
- Be clear and communicate upfront about time required
- Focus on the facts, be clear and be specific
- Allow and create space for the person to reflect and process what you're saying - don't push the pace of the feedback too much
- If the person wants time to reflect, you may need to give the person time alone and continue the discussion later
- If you're giving time to reflect, don't drop the matter without having the follow-up discussion and don't wait too long to have it
- Ask about thoughts, not feelings but allow the person to express feelings should they choose to bring feelings up themselves
- Be clear about the reasons for the proposed new behaviours

6 Loyal Sceptic

- The Ennea 6 is likely to come into the feedback session with a high level of anxiety and a tendency to catastrophise
- Contextualise the magnitude of the issue upfront – if it isn't that serious, say so to put the person at ease
- Forecast a positive outcome from the start
- Reinforce your support and trust for the person
- Create a warm, understanding environment for the feedback
- Answer questions and allay fears with patience, while normalising the concerns expressed by the person
- Be willing to go through the situation or issue more than once
- Should counter phobic behaviour emerge during feedback, the person may decide that attack is the best form of defence, which will require you to choose not to get drawn into an argument

7 Enthusiastic Visionary

- Be sensitive to the Ennea 7's tendency to avoid negative emotions and reframe things positively
- Keep the tone positive and energising
- Position negative feedback between positive comments (feedback sandwich)
- Create space for the person to generate ideas and solutions and use these as much as possible
- Keep the person involved in the conversation throughout, check in often and ask lots of questions
- Equalise power in the room and don't pull rank, even if you are the manager
- Don't allow the person to shrug problems off as learning opportunities without committing to change and specific future behaviour
- When deciding on the way forward, allow the person to decide from the options and ideas generated

8 Active Controller

- Ask for permission to give feedback
- Be forthright, direct and honest; don't beat around the bush or waste time on small talk
- Position the feedback within the bigger picture
- Openly state your confidence in the ability of the person to deal with the matter effectively
- Get overt agreement from the person on the issue
- Let the person feel in control by allowing inputs and comments as much as they want to during the conversation and allowing them to decide the way forward
- Be very sensitive to fairness and do not position yourself as taking sides
- Ask whether the person wants suggestions from you or not before offering them

9 Adaptive Peacemaker

- Create a warm, open and comfortable environment and establish a connection at the start of the conversation
- Position feedback in a very non-judgemental or neutral way
- Get the person talking and ask questions about their thoughts – this may be difficult but encourage as much participation and input as possible
- Express multiple points of view when describing the behaviour
- Position feedback on a big picture level
- Don't push the process in a very assertive or aggressive way as this may elicit passive-aggressive resistance to the process or the behaviour change
- Add ideas and make requests, but don't make demands
- Ask the person for their suggestions and ideas

Conflict

Not all situations that irritate or trigger you will lead to conflict. Even though some situations are almost universally unacceptable and agitating to people, each Ennea style has its unique triggers (sometimes referred to as pinches). These unique triggers to each style are often where misunderstanding originates in relationships. What triggers individuals from one Ennea type, may not even show up on the radar screen of another Ennea type.



Working in a team will inevitably lead to some disturbances. As triggers accumulate and build, the risk that your response may become a conflict reaction increases. Your response in a high conflict situation is however also deeply influenced by your Ennea type.

Remember that what triggers you, generally says a lot more about you than it says about the person responsible for triggering you. The information provided in this section of the report may therefore be useful for you in more than one way. It may allow you to deepen your understanding of yourself and your triggers, thereby lessening projection and increasing self-regulation and self-awareness. It may also be useful in enabling others to understand you better if you share this information with them, thereby improving interpersonal relationships.

The Ennea 1 Response to Conflict

When conflict erupts and you are not in a position to avoid it any longer, your Ennea style as a Strict Perfectionist is likely to lead to the following reactions and behaviours:

- Strong emphasis of right and wrong
- Feelings of resentment may mask underlying anger
- Resentment is expressed as accusations and blame
- Irritation and frustration build to a point where you erupt in a defensive and sometimes surprisingly angry and fierce manner which may take others by surprise
- Even more rigidity, inflexibility and stubbornness as long as you righteously believe yourself to be correct and others to be wrong
- High levels of self-criticism and blame after the fact for having lost your temper or control, strengthening the resolve towards self-control

Your preferred conflict processing strategy is objectivity.

What triggers you

Jasmin, as an Ennea 1, the following style-specific triggers may apply to you:

- Mistakes, inaccuracies and incorrectness
- Shirking of responsibility and duty
- Delivery of work of a low standard and quality
- Criticism from others
- When others deviate from plans without discussing it with you
- When people ignore procedures and rules
- Deception by others and unjust treatment
- When people try to shift blame and responsibility for problems onto you

What you do when triggered

- You address the problem in a direct and abrupt manner which may leave the person involved feeling stunned
- You zoom in on mistakes, even past mistakes or transgressions, often to the surprise of the person involved
- Strong nonverbal cues, for example a sharp tone of voice, tense posture or frowning, show irritation, frustration and anger, even though you may think you're able to mask these
- You reinforce standards, emphasise the need for accuracy and the importance of adhering to policies and procedures
- At times you may feel the best response is to stay quiet and will clamp up, preferring to focus on your own tasks and responsibilities

What others should do

When you are triggered, agitated or in the middle of a conflict situation, others may want to consider the following to diffuse the situation and create a constructive environment where resolution becomes possible:

- Get mutual agreement that there is a problem that needs to be addressed
- Give you time and space to process your thoughts and feelings on the matter at hand if you feel you need it, rather than pushing you into a reactive space
- Structure the conversation as much as possible
- Focus the conversation on solutions
- Be forthright
- Allow the Ennea 1 to talk first
- Tone down the critical language and approach the situation in as non-judgmental a way as possible

DEVELOPMENT EXERCISE Self-Regulation



If you want to manage yourself and your triggers in a sensible and constructive way, the following may be useful when engaging with others and building relationships:

- Be very open and transparent about what irritates you and what the standards are at the start of the relationship or engagement
- Pay attention to your irritation and frustration rather than trying to suppress it
- Put effort into understanding what you are truly angry about
- Don't wait to talk about problems, but choose to address them as they arise
- Channel irritation and anger into physical activity such as exercise
- Tune into your own judgements and examine the right/wrong thinking related to these judgements
- Develop your capacity for empathy and forgiveness

Decision Making

The capacity to make effective, well-considered decisions is a critical competency in a professional environment. Effective decisions involve three phases or types of activity, namely:



PHASE

1. **EXPERIENCE:** Actual experience, data scanning and data collection
2. **INTELLIGIBILITY:** Interpretation and making sense of experience or data
3. **COMMITMENT:** Applying judgement, making the decision and taking actions

Your decision style is not only strongly impacted by your dominant Center of Intelligence but also by your main Ennea type and the amount of strain you are experiencing at present. Effective and wise decisions are made when all three Centers of Intelligence are positively engaged in the decision making process. Decisions happen in context. The more you are able to consider and position the context within which you need to make decisions, the more effective your decisions become.

Thinking Centered Decisions

Jasmin your dominant Center of Expression is Thinking Centered, and is likely to impact on your decision making in the following ways:

- Reliance on logic, rationality and analysis
- Need time to consider the facts and analyse information before committing to a course of action
- Cautious and risk-averse decision making
- Emphasis on accuracy and precision in analysing data
- Decisions include detailed plans for implementation
- Able to rationally defend and explain decisions

Your Thinking Center is likely to lead you to emphasise the Intelligibility Phase of decision-making as you strive to interpret available information accurately and as objectively as possible.

The drawbacks of this approach to decision making include:

- Slow decision making
- Getting stuck in the detail (Analysis Paralysis)
- Overlooking impact of decisions on others from an emotional perspective
- Over-emphasis of plans, under-emphasis of action
- May limit innovation and creativity
- Over-intellectualisation of problems

Impact of your Ennea 1 style when you make decisions:

Anxiety that you may make the wrong decisions leads you to rely heavily on your Thinking Center, thereby increasing the effort that goes into analysis, review of options and planning.

You may find yourself falling into the trap of reworking the data, over-analysing or over-checking which leads to slower decision making and can leave others frustrated.

You will react defensively when your decisions are criticised. Criticism of your decisions may lead you to stick to them with even more resolve rather than leading you to reconsider them.

As you have this strong sense of what is right/wrong, you will also test decisions against your value system or moral standards.

You are likely to prefer making decisions independently, as you trust your own judgement more than you trust the judgement of others.

If you feel you are out of your depth or lacking in expertise in an area, you are likely to consult experts.

In trying to control and discount your emotions when making decisions, you may be influenced by your heart more than you realise on a subjective level.

You are likely to over-emphasise task aspects of decisions, while under-emphasising people-aspects of the decision.

You will adapt your decision making style to the team or organisational rules and standards around decision making, which may lead you to be more consultative than you would otherwise be.

You will not feel comfortable making decisions that are beyond your authority or sphere of influence.

At lower levels of integration, your Ennea 1 style may lead to reactivity when making decisions.

At higher levels of integration you become watchful and aware of your impulse to respond in a reactive way.

Impact of your Ennea 1 style when others make decisions that affect you:

You will immediately evaluate the decisions for their integrity and accuracy, drawing a conclusion on whether the "right" decision has been made.

In evaluating the quality of analysis on which decisions have been made, you will ask questions, clarify information and check assumptions. Others may however experience this as criticism of the decision and a lack of trust in their ability.

When people make decisions without your input, especially when you have expertise or an interest in the outcome, you will be irritated and frustrated, while simultaneously examining your own deficiencies that caused the person to not ask for your input.

You will resist decisions you don't agree with as long as you feel able to do so, given your relative status and the decision making regulations of the organisation or team.

You may have difficulty accepting decisions that are not presented to you in a structured and detailed manner.

When you feel the wrong decision has been made while also feeling unable to influence or change the decision, your resentment is likely to build over time.

You may delay implementation of decisions until all the necessary adjustments, corrections and planning has taken place.

Moderate Strain

Jasmin, the moderate level of strain you are experiencing at present is likely to impact on your decision making in the following ways:

- If you are operating at an optimal level of arousal (eustress), your decision making performance is likely to increase
- Consider areas where you may be experiencing higher levels of strain at present and how these impact on your decision making
- As your strain level increases, be aware of your willingness to consult others and the potential for reactive decision making
- As your strain level decreases, be aware of complacency, deadlines and your capacity to act on priorities with urgency



Leadership and Management

As a leader in your business, your management and leadership style and ability to achieve results through others in an inspiring way, will be impacted by your main Ennea type. At the same time, your level of integration within that type will impact on the extent to which you are able to express the leadership strengths and weaknesses associated with your type. At a low level of integration, you are more likely to be derailed by the development areas of your type. At a high level of integration you are likely to draw more consistently on the strengths of your type, while also being more likely to transcend the limitations of your type.



Jasmin, your main type as an Ennea 1, will focus your management efforts on pursuing excellence. It is likely to impact on your management style and ability to achieve results through others in the following manner:

Goal Setting

You are likely to be effective in setting goals for yourself, other individuals and the team. Your goals may be quite practical, focusing on the task at hand from an operational or tactical perspective. You may overlook or not pay sufficient attention to strategic goal setting.

Planning

You will develop detailed, thorough and systematic plans that map tasks according to timelines, accountability and key deliverables. Your planning may at times delay action and may seem over the top to some of your team members.

Task Completion

You focus on standards and quality while also being aware of deadlines and efficiency. This enables you to drive tasks to closure in an organised manner.

Delegation

When delegating you will do so clearly, mapping out expectations, standards and steps towards task completion in great detail and depth. You may be guilty of frequently micro-managing people to ensure standards are met. At times you may choose to rather do things yourself, especially if the stakes are high and accuracy and standards are of high importance. Once people have proven themselves to you and you trust their ability to deliver consistently high quality work, you will trust them to make things happen and may find yourself delegating without feeling the need to over-structure or over-explain expectations.

Performance Management

Very critical of mistakes, you set the bar very high in terms of expectations. You are not willing to compromise on standards and others may therefore experience you as being harsh when evaluating performance. At the same time you dislike being criticised by others and may become very defensive if others take you on or challenge your evaluation criteria or standards. You will make sure that the procedures and processes linked to performance management are followed to the letter. In the performance setting you will tend to zoom in on mistakes more than on successes.

Motivation

You focus more on task aspects than people aspects and may overlook the need to motivate and inspire team members. You don't pay sufficient attention to people's feelings, especially at the start of a project. By focusing on mistakes, your critical approach is likely to actively demotivate individuals, especially those that are very sensitive to criticism or have a low self-esteem.

DEVELOPMENT EXERCISE: Top priorities in managing teams for results



- **Delegating more**
- **Paying attention to people in an engaging** manner
- **Celebration and acknowledgement of successes,** focusing less on mistakes and failures
- **Having more fun at work**
- **Becoming more people oriented and less task** oriented
- **Moving from correct to effective**
- **Learning to work collaboratively**

Strategic Leadership

Strategic leadership is the capacity to relate, align and maximise the internal direction of the organisation to the external world and the macro-environmental factors impacting on the organisation and its success. Jasmin, as an Ennea 1, your strategic leadership is likely to be influenced by your core drivers and motivations in the following ways:



Visioning

By emphasising goals and standards as much as you do, you run the risk of losing sight of the bigger picture and purpose of the work you are busy with. You may find it difficult to develop and articulate a compelling vision for others.

When communicating your vision, you should take care to create opportunities for dialogue and feedback from your team. Your natural tendency may be to develop a vision without sufficient input or opportunities for adjustment from others.

You may also need to check how inspiring and bold your vision is. You are likely to err on the side of practical and cautious goals, which lessen the gravitational pull of a bold, audacious vision.

Strategic Thinking

Your focus will most likely be tactical as you strive to translate goals into actions. When considering the macro-environmental influences on strategy and the organisation, you will take care to investigate the detail and build your expertise and judgement relating to the task at hand. You may find the complexity and uncertainty that comes with scenario planning and macro-environmental analysis frustrating unless you have been able to build up your expertise in this area over time. Take care not to focus on only one aspect of a system at a time that you see as a priority. A systems approach requires that you keep all aspects of the system in mind and how they fit together.

Don’t confuse tactics (what to do) with strategy (why we need to do it). This is not only important when setting the strategic direction, but also when communicating the strategy to others. Remember that the “why” is as important as the “what”. At a senior level in the organisation it is important that you consciously create opportunities to delegate tactical work so that you can attend to strategic responsibilities. This is often difficult for the Ennea 1, as you may find yourself holding on to tactical and operational tasks, which makes it difficult to find time for work at a more strategic level.

Alignment

By focusing on concrete and practical tasks, you may miss opportunities to align people to the vision and strategy. At the same time, your focus on detail may lead to lack of cross-departmental or cross-team alignment.

Change Management

As an Ennea 1, you are likely to enjoy taking charge of change as it allows you to express your commitment to improvement and getting things right. Your capacity to translate change into tactical goals, clear targets and action steps will enable you to make change manageable and practical.

Your willingness to take charge of change will however be strongly influenced by whether you believe in the changes being proposed. If you don't think the change is a good idea or that the positive benefits will outweigh the cost and work required to make the change, you are going to struggle to commit to it and may experience high levels of frustration. People may experience you as resisting the change, even when you don't think you are.

Your task orientation and emphasis on practical implementation, may also have a shadow side. It may lead to you not paying sufficient attention to the emotional aspects of change. You may also struggle to get full buy-in for the change from others due to a lack of a compelling vision that enables commitment from others. Take care not to become too impatient with people if they criticise or question the change.

As your natural tendency is to do a lot of the work yourself, you may find that during times of change you end up with more work than you can handle.

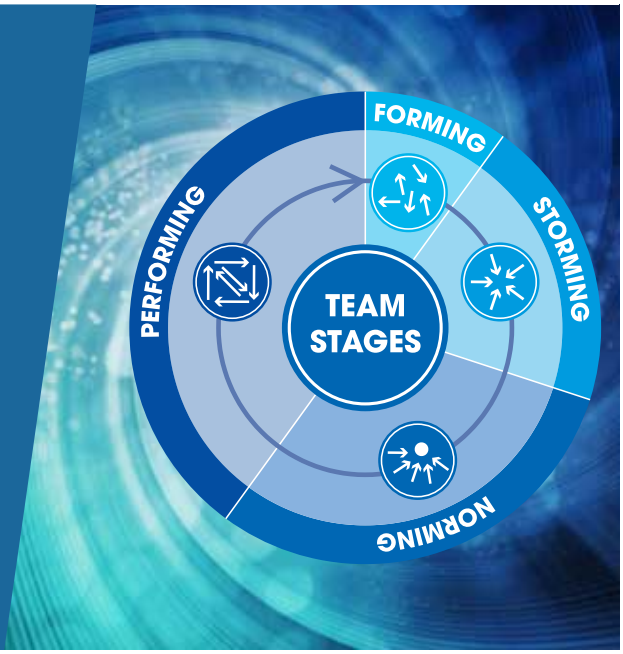
DEVELOPMENT EXERCISE: What to focus on as a strategic leader

- **Not getting stuck in the detail**
- **Moving from a tactical to a strategic focus**
- **Developing a bold, compelling vision and then** leading from the vision, paying particular attention to ways in which to link change to the vision
- **Ensuring people don't only know what to do,** but why they are doing it
- **Paying attention to alignment of people with the** strategy and of different teams with each other
- **Share the responsibility for change management** with others
- **Be conscious of the impact of your reactions on** the change process

Team Behaviour

Within a team environment, your Enneagram type is likely to influence not only how you interact with others, but also what you view as ideal team relationships and behaviours.

Teams go through different phases of development. Tuckman's four stages of team development, namely Forming-Storming-Norming-Performing, illustrate the process through which teams go as they become more effective over time. Each of these phases is necessary if a team wants to grow towards high performance. Ideally teams move through the first three phases rapidly, spending most time in the Performing phase. In reality, some teams get stuck and struggle to move beyond the Forming and Storming phases.



Your Impact on Team

Jasmin, to understand the impact you have on your team, you will need to consider the phase of team development your team is currently in. You may find that different teams in different areas of your life are in different stages, which will impact on the way you show up in each group. The different Ennea types also differ in terms of:

- Types of goals that resonate with you
- Level of interdependence that you are most comfortable with
- Typical role played in the team

As an Ennea 1, you prefer goals that are:

- Clear
- Practical
- Task-oriented
- Achievable
- Meaningfully related to the core purpose of the team or your own role

Interdependence and Team Role

Jasmin, despite the fact that you don't find it easy to delegate, you prefer working in a team with a moderate level of interdependence with a high level of competence that complements this interdependence. If you feel that the team's competence is low, you may display behaviour that is more independent, as standards will take preference over relationships.

FORMING:



This is the first stage of team development. This phase is often characterised by a high level of pseudo behaviour, as individuals avoid conflict and controversy in favour of getting to know each other, being accepted and fitting in. During this stage individuals gather impressions of each other while attending to routine tasks as the team goes about setting goals and defining its purposes. Team members may behave quite independently at this point in time. At this stage of development most individuals put forward their best behaviour and avoid conflict. As a result, this can be quite a comfortable phase during which people get to know each other.

STORMING:



This is the second stage of team development and is normally characterised by high levels of conflict. During this phase, different ideas and perspectives start competing with each other for attention. Team members start opening up to each other and are more likely to confront and challenge others. This enables the team to uncover contentious issues, problems and differences. It may however also lead to protection of interests and positions, win-lose scenarios, competitive behaviour, blaming and the formation of factions or silos. Some teams work through this phase quickly, while other teams may get stuck in storming for extended periods of time.

NORMING:



Once individuals start resolving their differences and come to a shared understanding of the way in which to do things, the team moves to the third stage of development. The norming phase enables the team to establish norms for working together, a common goal and preferred level of interdependence to ensure that results are achieved and problems are solved. During this stage, teams take mutual responsibility for goals and are characterised by a shared desire to address and resolve challenges. Team members are able to acknowledge that the task at hand cannot be accomplished without the input of the others.

PERFORMING:



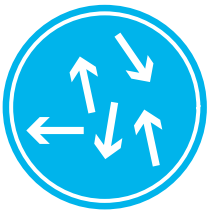
Although not all teams reach the performing stage, high performance teams are interdependent units with a shared sense of purpose. These teams are often self-directed, requiring little external supervision as team members hold each other mutually accountable. Dissent and transparency enable the team to work through challenges in a candid manner that allows for correction, learning and support. Even the most high-performing teams cycle through the stages of team development as circumstances change and different challenges present themselves.

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Your Ennea Type and Team Stages

FORMING

Jasmin, during the forming stage of team development, others are likely to experience you as:



- Task-oriented
- Structured and focused on organising team interactions
- Having little to no need for informal social relating
- Impatient to get on with things
- Sceptical about investing too much time on activities that don't relate to the core task responsibilities of the team
- Insistent when it comes to role clarity and defining responsibilities

STORMING

As an Ennea 1, during the storming phase of team development others are likely to experience you as:



- Impatient to resolve conflict quickly as it is distracting the team from goals
- Frustrated with conflict that endures over time
- Keen to remain focused on the task at hand
- Having strong judgements about the issues surfacing in the team

NORMING

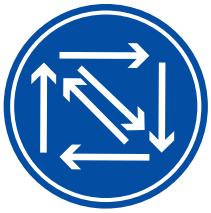
You will be more at ease in teams that are at this stage of team development, and will:



- Suggest and develop norms and rules for working together
- Focus your energy on improving efficiency and quality of outputs
- Be less irritated with the group process and relationships than during forming and storming phases
- Offer practical action steps to ensure goals are achieved
- Support and enforce rules and norms, thereby ensuring correction and quality within the team

PERFORMING

You thrive in teams that are able to reach this stage of team development, and you will therefore:



- Work towards goals with energy, enthusiasm and focus
- Be more likely to delegate without worrying excessively about the ability of others to meet your standards
- Still focused on improving efficiencies, never giving in to complacency
- Run the risk of burning out if you don't take care of yourself

Coaching Relationship

This section of the report is aimed at increasing your awareness of how you may be showing up in a coaching relationship. If you are being coached at present, this may be useful to discuss with your coach. If you are not in a formal coaching relationship, you may want to relate this to your behaviour when being coached informally at work or by your manager, or alternatively to reflect on past experiences of mentoring, coaching and any other significant development relationships.



Jasmin, as an Ennea 1, you are likely to embrace improvement and strive to develop yourself. As a result you may be naturally attracted to the idea of coaching while displaying some of the following behaviours, thoughts and emotions within the coaching environment:

You will find coaching that is practical, concrete and logical particularly useful. You may therefore value sessions where you leave with a clear "to do" list above sessions that are more open ended or focused on reflection and exploring your feelings without resulting in practical activities that you can implement.

Use righteous anger and frustration as marker for the issues that you really need to explore. You may be very adept at moving away from anger, but in the coaching environment, moving towards it may be more useful from a development perspective. Your frustration and anger will give you clues about what you need to explore.

Guard against focusing too much of your coaching time on things outside of your sphere of control. If your entire coaching session is about how others have let you down, or what they did wrong or need to do differently, you may be attempting to control people who are outside your sphere of control. Remember that the only person you can truly change is yourself.

Your inner critic is very well developed, judging yourself frequently and often quite harshly, you are likely to encourage your coach to be completely honest and forthright with you. There is however a paradox in this, as you may find yourself becoming reactive when you feel that you are being criticised by your coach. You may be over-sensitive to feedback, treating even neutral comments as being negative or severe judgements. This is likely to be particularly true when the comments pertain to your performance. When you react to feedback you perceive to be negative from the coach, become aware of your reactions and the potential for getting stuck in a spiral of negativity.

As an Ennea 1, you hold yourself accountable to very high standards, and may find yourself also evaluating your coach based on what you believe is right and wrong. During a session, you may find yourself being distracted by what you perceive as mistakes or inaccuracies. You will also quickly point out any mistakes in documentation or reports you receive from your coach. Your intention to correct mistakes may be extremely helpful, but it may be a way in which you are distracting yourself within the coaching space. It may be useful for you to ask yourself what you are not paying attention to when you are zooming in on errors or self-talk in which you are constantly evaluating or judging your coach.

Once you have identified a problem, you may find yourself ready to act on the first plan of action that you come up with. Although this impatience is useful, it may keep you from exploring alternatives. If you have embarked on a coaching journey because certain aspects of your career or life does not seem to be shifting, consider that following the same course of action you would normally have followed and are conditioned to embrace, may very well take you down the same road towards the same results you have experienced before. As the saying goes, you cannot change without changing. Exploring multiple options and perspectives may be a very important part of your development journey