



ENNEAGRAM

THE ENNEAGRAM GUIDE

To Healthy Teams In The Workplace



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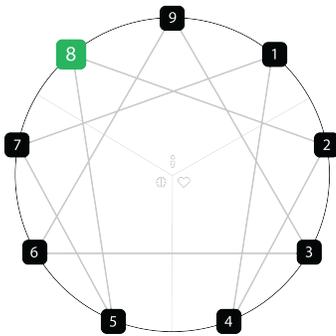
CHAPTER 1

INTRODUCTION

There's a reason the Enneagram is so popular, and that is because of its ability to provide insight into who you are. It is also a valuable tool for teams, as it offers a way to see how different people process information and make decisions.

There are nine personality types in the Enneagram system, each with its unique set of characteristics and specific motivating drivers. By understanding these different characteristics, team members can learn how to work more effectively with one another.

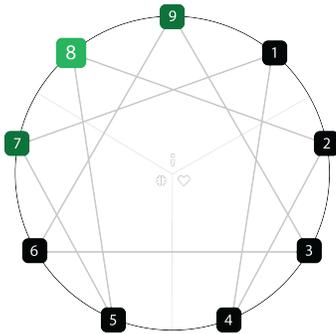
While there are various aspects of the Enneagram you can use for deeper study, there are four foundational components to understand that will help your team to utilize this tool quickly.



Core Type

The number within the Enneagram that you most identify with and believe best represents your personality.

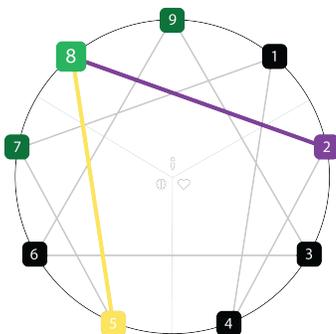
Example (left): Enneagram 8



Wings

Wings are the numbers that reside directly on the two sides of your core type. The wings of each type represent additional elements of your personality that influence and work in harmony with your core type.

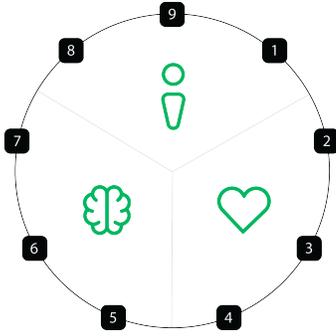
Example (left): If you are an Enneagram 8, your wings are Enneagram 7 or Enneagram 9



Arrows

Every number within the Enneagram has two connecting arrows representing directions of growth and stress, which indicate characteristics each number exhibits during these times.

Example (left): If you are an Enneagram 8, you will exhibit the healthy attributes of a healthy Enneagram 1 in growth, but during stress, you'll act like an unhealthy Enneagram 2.



Triads

Three sections within the Enneagram representing each group's dominant emotion that influence how they make decisions. The groups are known as The Gut Triad: Types 8-9-1, The Heart Triad: Types 2-3-4, and The Head Triad: Types 5-6-7.

The Gut Triad use their instincts to make decisions; their dominant emotion is anger.

The Heart Triad use their feelings to make decisions; their dominant emotion is shame.

The Head Triad use their thoughts to make decisions; their dominant emotion is fear.

All this information is helpful when collaborating with team members who know their Enneagram type. You can share assessment results, discuss growth and stress indicators, and create routes you will take as a team to find balance in emotions and regain motivation.

The Enneagram does what a typical personality test doesn't by exposing what drives decisions and behavior. It taps into your emotional intelligence and how you conceptualize the world and conform it to one of nine distinct personality types.

The Enneagram can be highly beneficial in the workplace, helping you better serve your teammates, peers, and clients. The assessment gives insight into each person's perspectives and motivations, aiding communication and cohesiveness.

There are four key areas of teamwork that the Enneagram can help propel your team toward better work: Understanding Your Teammates, Dealing With Conflict, Conducting Productive Meetings, and Empowering Others.

Below is a summary of each area and a tip for quickly implementing. You will also discover more nuanced insights to help you in these areas throughout the guide.

Understanding Your Teammates

Regarding the Enneagram, different aspects might be confusing. A quick way to understand those you work with is to focus on each type's core motivation and communication style.

There will always be time to learn about the deeper elements within the Enneagram, but for now, prioritize collaborating more efficiently with your teammates.

Dealing with Conflict

Conflict is a pressing issue that every team will face at some point. Each type either becomes aggressive, dependent, or withdrawn during conflicts. The Enneagram can help team members recognize what motivates them & those they work with.

Conduct Better Meetings

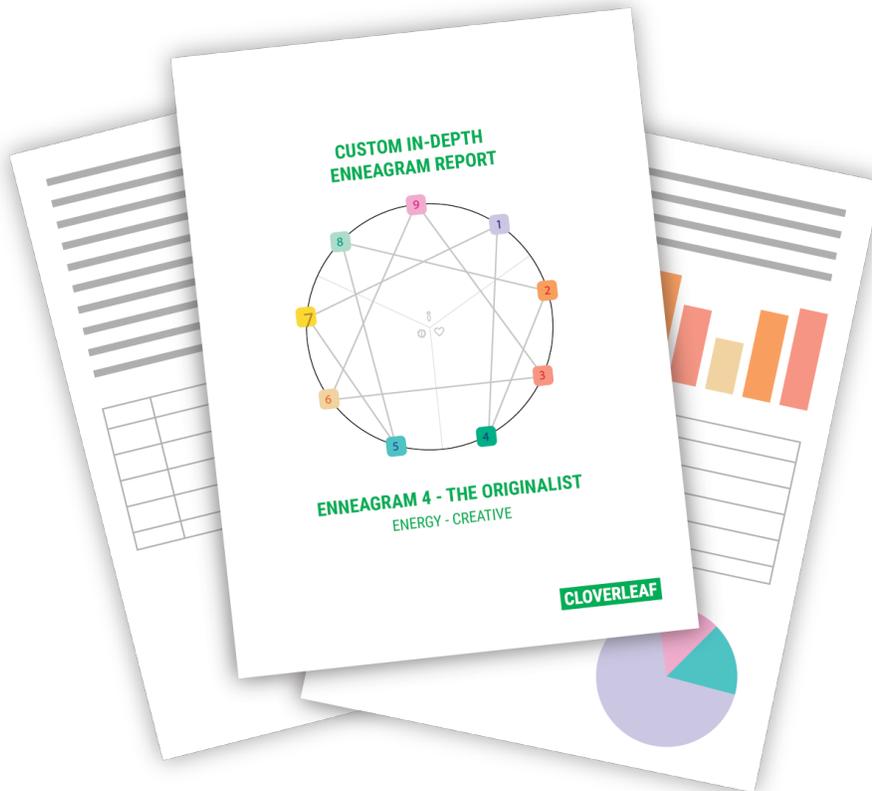
Self-awareness is at the crux of effective communication and productivity. Acknowledging each person's traits can help you navigate conversations effectively and leverage one another's strengths. Different circumstances arise depending on the characteristics of the personality type's within the meeting.

Empowering Others

Knowing one another's Enneagram type can quickly reveal preferences and motivations. Understanding that people will enjoy tasks that lean into their type's strengths will help your team do better work.

Suppose a person's job description is vastly different than what is suited for their Enneagram type. In that case, the one in this role may lose motivation. Considering every team member's unique personality traits and motivations can create alignment and engagement simultaneously.

This guide will help you incorporate the Enneagram into your workplace by explaining how to introduce the tool to your team, have productive conversations, and accomplish more together.



Did You Know...?

You can download a personal full-length Enneagram Report from your ME Dashboard on Cloverleaf?

LEARN MORE

https://app.cloverleaf.me/trial/register-account?utm_source=ebook&utm_medium=free_trial&utm_campaign=enneagram_guide&utm_content=button



1. THE REFORMER



2. THE HELPER



3. THE ACHIEVER



4. THE ORIGINALIST



5. THE SAGE



6. THE LOYALIST



7. THE ENTHUSIAST



8. THE CHALLENGER



9. THE PEACEMAKER

CHAPTER 2

UNDERSTANDING EACH ENNEAGRAM TYPE AT WORK

By openly discussing and comparing Enneagram types, you can better understand yourself and others and gain insight into motivations and behaviors. You'll see an overall improvement in conflict resolution, teamwork, and morale.

4 Convincing Reasons To Share The Enneagram With Your Team



You Spend A Significant Amount Of Time Together

You likely find that you spend more time with your work team than any other group in your life. The relationships you build with these people can benefit you both short and long-term.



Healthy Work Relationships Reduce Stress

A positive working relationship with your team dramatically reduces the stress and mental energy you exert during a typical workday. As a result, you spend less time thinking about how to avoid conflict and more time focused on decision-making, which will help your team become efficient.



Authenticity Leads To Better Performance

When you know team members deeper, collective self-doubt goes out the window, and members become more confident when everyone gets to show up at work as their authentic selves.



Feeling Connected As A Team Strengthens Collaboration

Having a personal connection with your teammates is essential because you will feel supported. It's common for people to feel the need to be self-sufficient in the workplace, but true harmony lies with a team that understands interdependency.

Your work habits and communication strategies depend primarily on fear and internal motivations. When you identify these in yourself and others, you will have better self-awareness and a heightened appreciation for teamwork.

When you discuss Enneagram types at work, you open up the possibility for empathy, compassion, and understanding. A team that works well together performs better, improves communication, and enjoys more purpose-filled work.



Enneagram Ones at Work

[Enneagram Type Ones](#) are referred to as The Reformer. This personality type values hard work, self-control, and setting high standards. They find motivation by being or doing things “right” and fear being imperfect or perceived as wrong.

They’re detail-oriented and typically the person you go to when dealing with difficult situations that require accuracy, quality control, and improvement.

Communication Style

Polite, thoughtful, detailed, and well-formulated. Ones should be mindful that they can become demanding because they have high expectations. Encouraging a One to share their perspective openly can help the team mitigate potential risks.

Under Stress: Move to Four

Stress impacts Ones with a sense of hopelessness, and they become their own worst critics.

When Secure: Move to Seven

When Ones feel secure, they lighten up and are more spontaneous.

Type Ones are people of practical action who are always concerned with doing the right thing. One’s are efficient, organized, and dependable to complete the task.

They do things in a professional, honest and ethical manner. Ones have a knack for creating structures that allow others to thrive.

1: THE REFORMER

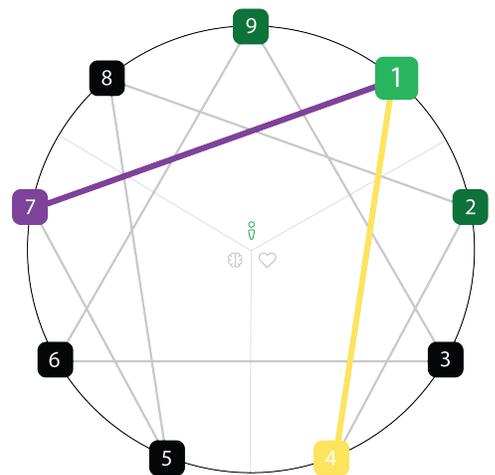
WINGS 9: THE PEACEMAKER

2: THE HELPER

GROWTH 7: THE ENTHUSIAST

STRESS 4: THE ORIGINALIST

TRIAD GUT 





Enneagram Threes at Work

[Enneagram Type Threes](#) are referred to as The Achiever. These individuals tend to be ambitious, highly productive, and appear as the symbol of success in the workplace.

Threes value appreciation and recognition. Hard work, goal-oriented, organization, and decisiveness are trademarks of this type. They are motivated by admiration and are fearful of lacking value to others.

Communication Style

Straightforward, efficient, focused, and confident. They prepare for meetings to ensure they are clear and goal-focused. It is important to them for others to reciprocate respect and value while communicating.

Under Stress: Move to Nine

Stress can cause Threes to lose focus and be preoccupied with busy work.

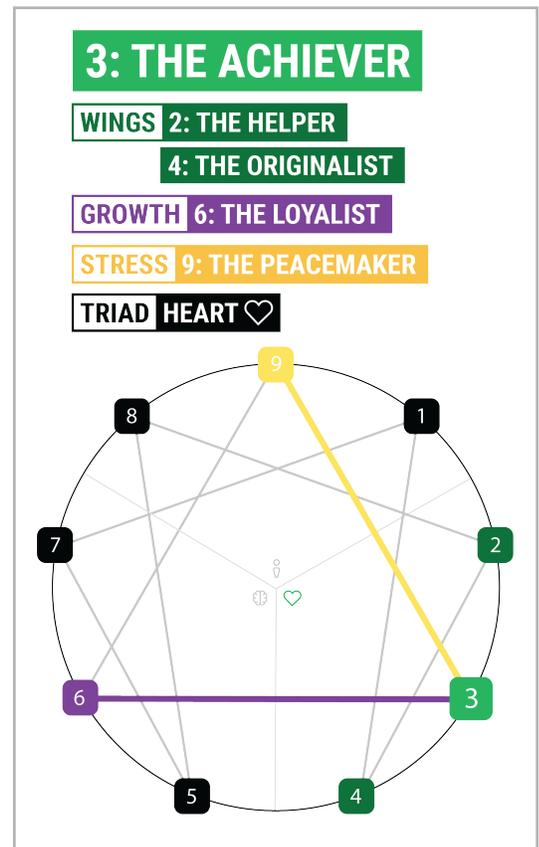
When Secure: Move to Six

When Threes feel secure, they are more committed and loyal. They find it easier to identify their emotions and connect with others.

In pursuit of success, Enneagram Threes may railroad others in the workplace, become workaholics, and struggle with accountability.

Threes are energized by being productive, achieving success, and avoiding failure. They can be playful, giving, responsible, and well-regarded by others in the community.

Threes can complete work efficiently and competently to ensure they reach personal goals. A Three has a keen ability to size up tasks and understand the dynamics of work groups. They can also be inspiring and motivate other people to excel.





Enneagram Fours at Work

[Enneagram Type Fours](#) are creative, unconventional individuals within a team known as The Originalist. Fours are motivated to express their individuality and demonstrate fear when perceived as ordinary. They value authenticity and stand by their beliefs.

Communication Style

Intense, authentic, creative, and empathetic. Fours have a strong desire to be understood and want to know how those around them feel.

Enneagram Fours value relationships and connections with other people. They seek to experience authentic feelings and to be understood. This type avoids the ordinary and searches for deeper meaning in their work.

Under Stress: Move to Two

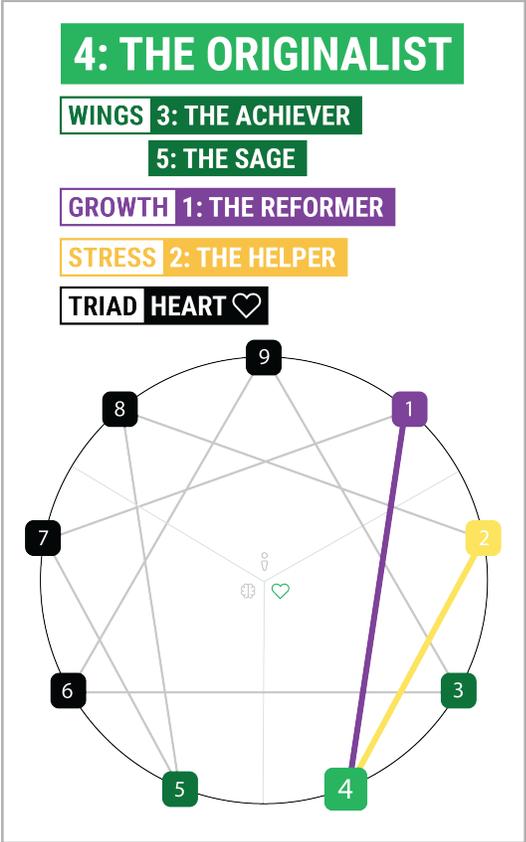
When experiencing stress, Fours can become overly dependent upon others and seek assurance.

When Secure: Move to One

When Fours feel secure, they act on their ideals, practice organization, and use self-control.

Fours can also be empathetic in relationships, supportive, gentle, playful, passionate, and witty. They are self-revealing and can form bonds quickly with others.

Type Fours have an innate talent for identifying and expressing a sense of harmony within their surroundings. They have a gift for helping others to see beauty in their work and are great teammates to help identify unexpected solutions to problems that others may overlook.





Enneagram Fives at Work

[Enneagram Type Fives](#) are known as The Sage. They are thoughtful, cerebral types who see and interpret the world through information. Fives are motivated by a desire to be competent. They strive to be capable in all aspects and fear looking uninformed.

Fives are independent thinkers and typically enjoy working alone to process and have time to problem-solve. They are good listeners, observant, and help others understand the truth more soberly and objectively.

Communication Style

Brief, professional, objective, and reserved. Fives rely on research, insight, and knowledge before communicating and, therefore, may need time to share the next steps or ideas. This type appreciates the patience and willingness to listen to new perspectives while conversing.

Under Stress: Move to Seven

Stress can cause Fives to be easily distracted and disorganized. It can also cause them to detach themselves from the team.

When Secure: Move to Eight

When Fives feel secure, they will exude more energy and action, take the initiative, and be decisive.

Fives are kind, perceptive, open-minded, self-sufficient, and trustworthy to teammates. They have strong analytical skills and are good at problem-solving. Fives can be very helpful when teams need objectivity, clarification, or exploration of new ideas.

Enneagram Fives are naturally open and receptive to new facts and impressions, discovering new ideas, research, and innovations - particularly those that are provocative, surprising, unconventional, and profound.

5: THE SAGE

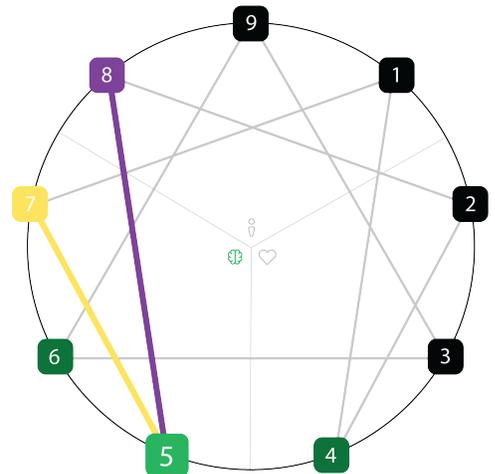
WINGS 4: THE ORIGINALIST

6: THE LOYALIST

GROWTH 8: THE CHALLENGER

STRESS 7: THE ENTHUSIAST

TRIAD HEAD 





Enneagram Sixes at Work

[Enneagram Type Sixes](#) are referred to as The Loyalist. They value preparedness and are dependable individuals you can trust with important decisions. This type is most motivated by stability and fears lacking direction.

Sixes possess excellent problem-solving skills and thrive on helping to create solutions. They are adept at identifying potential problems and researching viable solutions.

Communication Style

Inquisitive, witty, logical, and ironic. Sixes prefer to focus on the task at hand and typically are relational in their approach. They appreciate when others value their input and interpret their concern as a desire for the project's success.

Under Stress: Move to Three

Stress can cause Sixes to discredit their feelings or drive them toward workaholic tendencies.

When Secure: Move to Nine

When Sixes feel secure, they can reframe unnerving thoughts, accept others, and lower their suspicions.

Sixes are warm, playful, open, loyal, supportive, honest, fair, and reliable. They are cooperative individuals willing to do what it takes to support the team.

Sixes value experience and data when considering new solutions or next steps. When deciding, a Six will often look to a book, leader, or institution for reliable answers.

6: THE LOYALIST

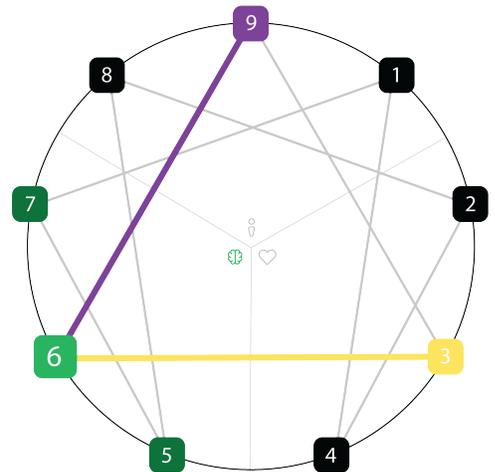
WINGS 5: THE SAGE

7: THE ENTHUSIAST

GROWTH 9: THE PEACEMAKER

STRESS 3: THE ACHIEVER

TRIAD HEAD





Enneagram Sevens at Work

[Enneagram Type Sevens](#) are known as The Enthusiast. They are spontaneous, imaginative, charming people who bring fun to the workplace. They're motivated to be happy and are fearful of experiencing limitations.

Sevens have a positive outlook on life, and their enthusiasm proves a valuable asset to their team. They see opportunities others may miss but can be impulsive and fail to see projects through.

Communication Style

Fast-paced, energetic, visionary, and confident. Sevens like to keep conversations upbeat. When communicating with them, look for areas of agreement and opportunities that foster synergy.

Under Stress: Move to One

Stress can lead Sevens towards criticism, fault-finding, and narrow-mindedness.

When Secure: Move to Five

When Sevens feel secure, they accept the good and the bad. They can slow their pace and focus.

Sevens are lighthearted, generous, outgoing, and caring. They enjoy sharing new experiences with friends and teammates. This type typically radiates joy and optimism, expresses childlike astonishment, and experiences life as a gift.

7: THE ENTHUSIAST

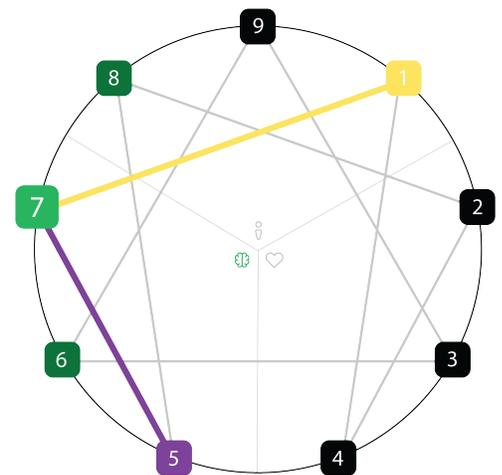
WINGS 6: THE LOYALIST

8: THE CHALLENGER

GROWTH 5: THE SAGE

STRESS 1: THE REFORMER

TRIAD HEAD ☯





Enneagram Eights at Work

[Enneagram Type Eights](#) are referred to as The Challenger. These individuals stand up for what they believe in and care about justice. Eights find motivation in remaining in control and fears appearing weak or vulnerable.

Eights often emerge as natural leaders because they are action-takers and can sometimes overstep boundaries to move work forward; however, this can cause relational strain with teammates.

Communication Style

Authoritative, direct, bold, and strategic. Eights communicate in a straightforward, passionate manner. They are comfortable with debate and rarely avoid conflict. To connect with an Eight, share honestly and openly, without hesitation.

Under Stress: Move to Five

Stress causes Eights to withdraw and become rigid. They will lose touch with their emotions and ignore signs that it is time to take a break.

When Secure: Move to Two

When Eights feel secure, they become relatable to others, exhibiting warmth and compassion.

Type Eights are self-reliant, strong, and independent. They can also be loyal, caring, cheerful, and generous. Eights will take the initiative and prefer to be in charge to exercise the freedom to choose what they believe is the right course of action.

Eights can also give others a sense of strength through their positive support. They instinctively know when something is “off” within the environment and do not hesitate when sharing their opinion.

This type often is a source of strength for others, likes to protect the weak, and develops a tremendous sense of responsibility.

8: THE CHALLENGER

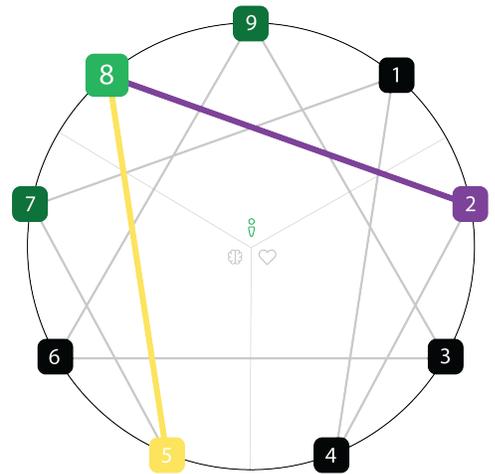
WINGS 7: THE ENTHUSIAST

9: THE PEACEMAKER

GROWTH 2: THE HELPER

STRESS 5: THE SAGE

TRIAD GUT





Enneagram Nines at Work

[Enneagram Type Nines](#) are known as the Peacemaker. They are mediators of the group and thrive when helping differing parties resolve conflict. Their motivation stems from a desire for peace of mind and fears of experiencing overwhelming strife.

Nines can handle difficult conversations and remain level-headed. They are commonly the person people go to when they need a resolution or a second opinion concerning a pressing issue.

Their feelings do not drive them; they have keen instincts that help them gather wisdom to share. Nines are not confrontational but can navigate conflict to ensure both sides feel understood.

Communication Style

Affirming, supportive, easygoing, and diplomatic. Nines are open to others and value their opinions. They enjoy meaningful conversation and appreciate when others reciprocate the same.

Nines can become passive and indecisive when they do not feel understood; therefore, inviting their input is a great way to ensure you receive their counsel.

Under Stress: Move to Six

Stress impacts Nines with a sense of anxiety and indecisiveness. They can begin to overcommit and doubt their abilities.

When Secure: Move to Three

When Nines feel secure, they tend to be more practical, productive, focused, and confident.

Nines want to keep the peace, connect with others, and avoid conflict. Typically, Nines are kind, gentle, reassuring, supportive, loyal, and nonjudgmental. This type can exhibit various characteristics, from gentle and mild-mannered to independent and forceful.

They have excellent listening skills, are objective, and excel at unbiased mediation with the ability to see and appreciate the positive aspects of both sides.

9: THE PEACEMAKER

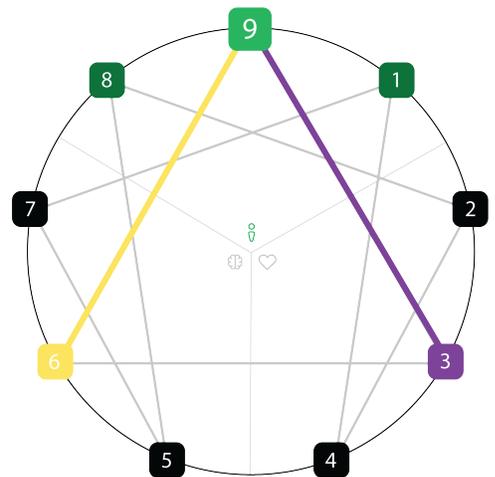
WINGS 8: THE CHALLENGER

1: THE REFORMER

GROWTH 3: THE ACHIEVER

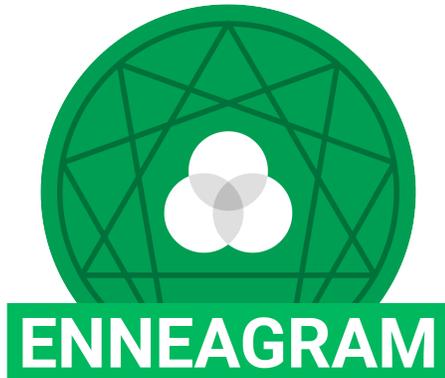
STRESS 6: THE LOYALIST

TRIAD GUT 



CHAPTER 3

WORK BETTER TOGETHER



1. Take The Free Assessment

The Enneagram helps you understand how you respond in different emotional states. Use this and other leading behavioral and strengths assessments to uncover your best work.



2. Invite Your Team

Use Cloverleaf to share assessment results with your team. See your results side-by-side with the people you work with and better understand what makes each other tick.



3. Transform The Way You Work

Receive automated coaching that's personalized to you and your team members. Get insights delivered to your calendar, email, or messaging apps to unlock your full potential each day.

GET STARTED TODAY

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CHAPTER 4

4 ENNEAGRAM ACTIVITIES TO DEVELOP YOUR TEAM

4 Effective Enneagram Activities To Help Develop Your Team

Starting this conversation may seem challenging. Many people struggle to open up and be vulnerable in professional settings. While you can't force anyone to participate, the long-term reward of a cohesive team far outweighs the short-term inconvenience of being vulnerable.

Below are four ways that you can use to implement the Enneagram and the insights that it offers into your work relationships and communications.

1. Use A Messaging Channel To Share What The Team Is Learning

Start a slack channel or other messaging thread for teammates to share and appreciate what they are learning about themselves and others. Affirming and recognizing new insights is a powerful way to celebrate and reinforce a healthy team culture.

Find ways for your team to communicate how they are growing and what they value in one another. Using the Enneagram as a springboard is an easy way to begin nurturing this type of conversation.

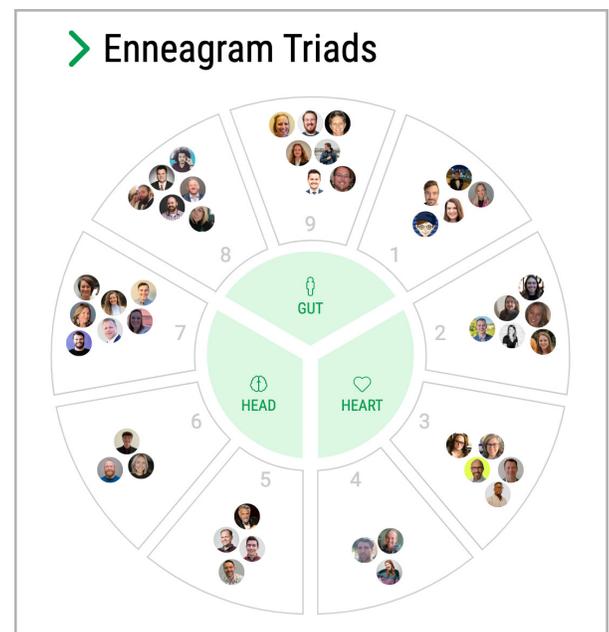
2. Create A Type Map That Indicates Each Team Member's Number Within The Enneagram Symbol

Recognizing the makeup of your team can illuminate areas of strengths and weaknesses. Doing so will help you identify where other personality types may be able to contribute and provide additional insight or a fresh perspective.

This activity can also help you understand why you or a team member may react in certain ways. Having this information as a reference point will allow everyone to anticipate responses, support each other, and leverage strengths better.

3. Facilitate Small Group Discussions Using Questions That Highlight Strengths.

Designate a meeting for team members to share what they are learning about themselves and each other using conversation starters. Below is a list to help get you started:



1. When you make decisions, describe how you incorporate your organization's mission into your process.
2. Share specific examples of how you've noticed others infuse empathy into your team communications.
3. What is a positive example of how the Enneagram helped you collaborate with a teammate?
4. Describe what you believe helps you do your best work.
5. What are the unique contributions you notice others make to the team?
6. Think about what motivates you and share how that affects your work habits.
7. In what ways are you learning that self-awareness improves teamwork?

4. Start A Free Team Trial Using Cloverleaf!

For over 60 years, assessments have been done the same way; there's no proof of ROI, and you don't have access to all the results in one place.

Cloverleaf is a one-stop shop for scaling emotional intelligence across an entire organization.

The Dashboard is an all-in-one tool teams can use to understand each other, identify strengths, and develop to be their best self.

Helping our leaders better understand themselves... has been an incredible journey. Not only does the platform allow for personal insight, but it also allows for better understanding of peers. At least once every few weeks someone reaches out to ask for others to gain access. Fast, efficient, effective, and powerful!



Shane R.
DIRECTOR OF LEARNING, TALENT, AND DE&I

Cloverleaf is a great way to access several assessments in one platform. It brings valuable awareness to yourself and your teams.



Demetrius P.
ORGANIZATIONAL DEVELOPMENT MANAGER

Cloverleaf has helped accelerate our knowledge of each other and has helped form closer teams. We are seeing improved engagement as a result of the increase in individual and organizational emotional intelligence. We're also seeing a positive shift to forming cognitively diverse teams.



Brian V.
TALENT DEVELOPMENT MANAGER

START YOUR FREE TRIAL

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