

# The Enneagram In Business THINKING, FEELING, AND BEHAVING Everything You Need For The Enneagram In Organizations PATTERNS OF THE 9 ENNEAGRAM TYPES

The Enneagram – a profound system for understanding and transforming our clients – describes the 9 different patterns of thinking, feeling and behaving with powerful precision and uncanny accuracy. Here is a high-level overview for the 9 types:

#### **ENNEAGRAM ONES | SEEKING A PERFECT WORLD**

Mental model | There's a right way to do just about everything, and mistakes are not acceptable.

Emotional | Express chronic irritation and frustration, covering their anger, believing anger is an "inappropriate" emotion Behavior | Highly structured and self-controlled

## **ENNEAGRAM TWOS | SEEKING A HUMANE WORLD**

Mental model | Putting yourself first is selfish; the needs of others should always come before mine.

Emotional | Attend to feelings of others while repressing own emotions

Behavior | Affirm and attend to the needs of others, rarely asking for help themselves

#### **ENNEAGRAM THREES | SEEKING A PRODUCTIVE WORLD**

Mental model | I must produce and achieve to be valued; I am what I do.

Emotional | Maintain a demeanor of self-confidence, while pushing emotions, particularly anxiety and sadness, to the side Behavior | Chronic setting of and attachment to goals and plans

#### ENNEAGRAM FOURS | SEEKING A DEEP AND MEANINGFUL WORLD

Mental model | I am intrinsically different from others, but is this difference a deficiency, a flaw, or something else? Emotional | Experience a kaleidoscope of feeling responses, many of which are kept internal

Behavior | Continuous comparison of self with others, often feeling "not-good-enough," but sometimes feeling "better than"

## **ENNEAGRAM FIVES | SEEKING A WISE WORLD**

Mental model | Logic is objective; feelings are subjective so you can't trust them.

Emotional | Chronic and automatic disconnection from feelings in real time

Behavior | Withdraw from others, and also seeking in-depth information about their areas of interest

#### **ENNEAGRAM SIXES | SEEKING A MORE CERTAIN WORLD**

Mental model | I have to doubt and anticipate just about everything in order to feel safe and prepared.

Emotional | Repetitive concern and doubt, but also a need to take on challenges

Behavior| Exhibit extreme loyalty to groups and individuals, and can be chronically fearful, habitually fearless, or both

### ENNEAGRAM SEVENS | SEEKING AN INSPIRED WORLD

Mental model | I need to be constantly excited, stimulated and energized or I feel trapped.

Emotional | Joyfulness and enthusiasm, while also avoiding pain and limitation

Behavior | Process ideas instantly, moving constantly from idea to idea, thing to thing, and person to person

# ENNEAGRAM EIGHTS | SEEKING A JUST AND TRUTHFUL WORLD

Mental model | The world is divided into the strong and the weak, and only the strong survive, so I must be strong. Emotional | Exhibit instantaneous deep anger, but rarely show sadness of anxiety

Behavior | Take quick, immediate action when angry, excited, or feeling vulnerable, sad or anxious

# **ENNEAGRAM NINES | SEEKING A PEACEFUL WORLD**

Mental model | It's not OK to stand up for what I believe or to show my anger because conflict destroys and I must keep the peace.

Emotional | Control feeling expression to maintain an even demeanor and have great difficulty expressing anger Behavior | Inclusive, non-asserting, and resist form of control by others, but in a passive way