



THE ENNEAGRAM INSTITUTE®

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Enneagram Type	Score
Type 1, The Reformer	21
Type 8, The Challenger	20
Type 2, The Helper	20
Type 6, The Loyalist	18
Type 3, The Achiever	17
Type 4, The Individualist	15
Type 5, The Investigator	13
Type 7, The Enthusiast	13
Type 9, The Peacemaker	7

Thank you for taking the Riso-Hudson Enneagram Type Indicator (RHETI Version 2.5).

Your scores for each of the nine Enneagram types are on the above chart, and Expanded Type Descriptions for your highest scores are included below.

Your highest score was a tie between:

- Type 1
- Type 8
- Type 2

Your primary Enneagram personality type is most likely the highest of these scores, and almost certainly among the highest two or three. Please carefully read the Expanded Type Descriptions of these types to confirm your results. You may also want to read [How to Interpret your Results](#), and consult our [Misidentifications](#) section for help deciding between types.

In the last analysis, only you can decide which type fits you best--and any test of this nature can serve best only as a help to narrow the field to the most likely possibilities. If

you are still in doubt, you may wish to go over your test results and the personality descriptions with someone who knows you well.

To learn more about the Enneagram, please [visit our website](#). If you ever have questions or need assistance, please contact support@enneagraminstitute.com.

Best Wishes,

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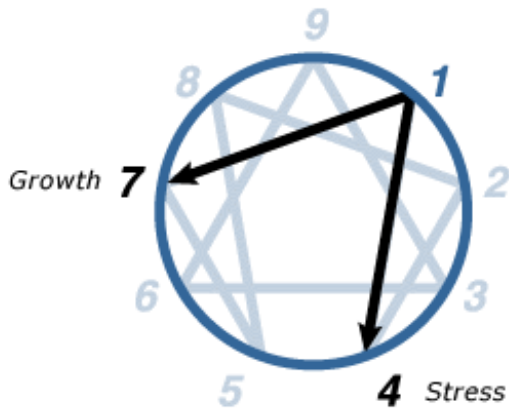
Normal office hours Mon-Fri 9:00am - 4:00pm ET

Limited email support at other times.

Personality Type ONE: The Reformer

The Rational, Idealistic Type:

Principled, Purposeful, Self-Controlled, and Perfectionistic



Generally, Ones are conscientious, sensible, responsible, idealistic, ethical, serious, self-disciplined, orderly, and feel personally obligated to improve themselves and their world.

Ones get into conflicts by being opinionated, impatient, irritable, rigid, perfectionistic, critical (and self-critical), sarcastic, and judgmental.

At their best, Ones are tolerant, accepting, discerning, wise, humane, prudent, principled, fair, and able to delay rewards for a higher good.

Recognizing Ones

Type One exemplifies the desire to be good, to live up to the highest ethical standards, and to effect positive changes in the world. While a number of types care about achieving goals, Ones are particularly aware of how they achieve their goals. Were they honorable? Did they use their resources wisely? Were they fair and truthful? Ones are people of high standards and they expect themselves and others to live by those standards as much as possible. They tend to see things in terms of long-range objectives, and they can be aware of how current actions might affect future situations. For example, Ones are often in the forefront of battles to improve environmental standards or to make people aware of healthier lifestyle choices.

Most Ones report feeling a powerful *sense of mission*, a deep feeling of purpose that they remember from their early childhood. They sense that they are here for a reason and, unlike some other types, they have a fairly clear idea of what that reason is. This sense of mission impels Ones to rise to their highest standards, to make personal sacrifices, and to evaluate themselves regularly to see if they are falling short of their ideals. They feel that they must live a balanced, sensible life in order to have the clarity and inner resources necessary to fulfill their purpose.

Ones also have deep convictions about right and wrong, what is just and unjust. They are often dedicated to reform and social causes since they feel personally obligated to improve the world and leave it a better place. They put themselves on the line for their values and ethical convictions—if it means risking their jobs, their fortunes, or even their lives. Ones are convinced that there are indeed some truths—some values—that are worth both living and dying for. To accomplish their missions, Ones maintain self-discipline and do their best to practice "moderation in all things."

While Ones focus their attention on serious life issues, their high standards can also be directed to less significant matters—although they may seem equally important to Ones at the time. They can become extremely upset, for instance, if their spouse or one of their children fails to clean up after themselves adequately after using the bathroom sink. Ones are nothing if not thorough and well organized. Some Ones express this as an extraordinary concern with "neatness," the kind of people whose socks and underwear are folded neatly, whose file folders are labeled and filed alphabetically, and whose pencils are all sharpened. Other Ones focus their perfectionism in other areas, such as punctuality, ethical standards, political or religious ideals, office protocols, or uncovering misdeeds and untruths.

While Ones tend to see themselves as people of logic and reason, they are often driven by strong feelings and impulses—usually experienced as personal convictions. Because they so strongly feel that they must accomplish their life mission, they conclude that they must be serious and determined and must not waste time. They can become very strict with themselves, feeling they must always be working toward their ideals, "making progress," and pointing out how things could be improved. They are extremely conscientious about how they use their time and resources. Under pressure, time becomes a major interpersonal issue for Ones—they insist that they and others be punctual, efficient, and particular about details. They make lists, organize things, and constantly prioritize their activities. Their sense of obligation, however, can make them feel heavier and more burdened. Consequently, they begin to be afraid of making a mistake because they want everything to be consistent with their strict standards. At such times, others can perceive them as overly rigid and perfectionistic.

In brief, Ones want to be right, to strive higher and improve everything, to be consistent with their ideals, to justify themselves, and to be beyond criticism so as not to be condemned by anyone. **Ones do not want** to be proven wrong, to make mistakes, to

allow sloppiness, to be with people they perceive as lazy or not serious, to be in chaos or in situations that seem out of control, or to be embarrassed by emotional display.

Their Hidden Side

Ones appear well balanced and sure of themselves, but they can suffer from extreme self-criticism, feeling that they are never able to measure up to their Olympian standards. Similarly, they can feel lonely and alienated from others, seeing themselves as the only responsible adult around. At such times they feel burdened by their responsibilities and by the sense that others will not do as thorough a job as they will. If these feelings intensify, Ones can become harsh with themselves and others, and prey to hidden depression. They may attempt to maintain an outer attitude of self-control and reserve while inwardly feeling anguished and alienated. As they become more isolated, their self-criticism can become more cruel and irrational. Few casual observers would suspect how much they are suffering from the relentless attacks of their Inner Critic (superego).

Relationship Issues

Ones take their relationships and all of their responsibilities in relationships very seriously. They are firmly committed to the people whom they love, and they are willing to make great personal sacrifices for the well-being of their intimates. As with other areas of life, Ones are idealistic and hold high standards for their relationships—it is important to them to have a partnership that is based on shared values and beliefs. When Ones get more stuck in their fixation, the following areas can create problems:

- Holding the partner to strict standards that the partner does not wholeheartedly share.
- Having difficulty finding a partner because of unrealistic standards—finding that no one "measures up."
- Becoming moody, depressed, and uncommunicative because of repressed anger.
- Not allowing enough "play time" in the relationship—feeling that all spare time must be used for serious purposes (yard work, checking finances, reading "educational" or "meaningful" books, attending meetings or lectures, discussing political issues, etc.).
- Having issues with criticism: fearing criticism from their partner and also becoming critical of the partner—nitpicking, scolding, and correcting.

Type Compatibility

To learn more about compatibility issues and relationships with other types, see the [Enneagram Type Combinations](#).

The Passion: Anger or Resentment

Feelings of obligation and of having higher standards than those around them leave Ones in a state of constant irritation with themselves, others, and the world. Nothing ever quite attains the ideal; nothing comes up to their exacting standards, leaving them feeling disappointed, frustrated, and resentful. But because such feelings conflict with their self-image of being rational and in control of themselves, they attempt to suppress their anger, unwittingly perpetuating it in the process. They become very inhibited, feeling that they must constantly hold their angry feelings and impulses in check. Ones may also hold their anger in their bodies, and they can become extremely tense and rigid with the effort to control themselves.

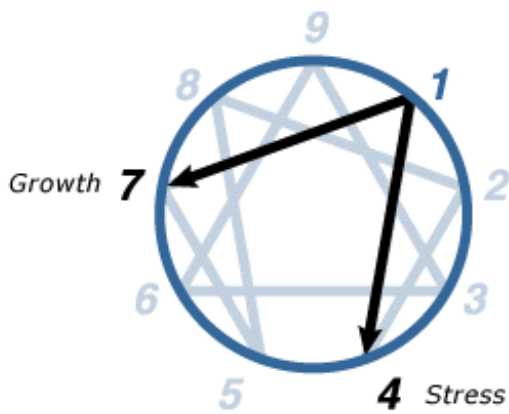
At Their Best

Healthy Ones are guided by their consciences and concerned with maintaining ethical standards, but they are also flexible and gentle about applying their principles—both with themselves and with others. They are truthful and reasonable—the kind of person others turn to for direction and clear feedback. They have a strong sense of morality, but they temper this with a deep love and respect for the dignity of their fellow human beings. They strive to be impartial, fair, and objective, and they are willing to sublimate their desires and immediate gratification for "the greater good," or a higher principle.

Healthy Ones are motivated to "do the right thing" themselves and are not necessarily trying to fix anyone else. Even so, their personal integrity allows them to teach others by example. They can be quite eloquent and effective at conveying the truth and wisdom of their perspective. They stand for quality and desire excellence in all things. Their commitment to the highest principles can be profoundly moving to others, reminding others of the values they most deeply cherish.

At their very best, high-functioning Ones embody true wisdom, especially in being able to discern appropriate and compassionate action. They radiate nobility and inspire others to remember to live according to the highest values. At the same time, they are gentle and humane: average Ones often feel disappointed with their fellow human beings, but healthy Ones feel a profound connection and kinship with everyone they encounter, giving them an abiding patience and affection for all humanity.

Personality Dynamics & Variations



Learn more about the [Directions of Integration \(Security\) and Disintegration \(Stress\)](#).

Under Stress (One goes to average Four)

Ones begin to feel alienated and moody when they sense that others do not take them or their values seriously. They feel obligated to do the work they believe others will not do—or will not do *as well*—and they become more resentful. They feel misunderstood by their peers and often withdraw from others to sort out their feelings, much like average-to-unhealthy Fours. Similarly, Ones under prolonged stress can become disillusioned with themselves and their lot in life. Over time, they can become depressed and isolated, often turning to self-indulgent behavior in an attempt to feel better. They allow themselves various "escape hatches"—indulgences that go against their expressed values in some way. For instance, a One who is scrupulously observing rigorous health regimens and diets might start treating herself to ice cream sodas or chocolate bars. Guilt usually follows, leaving her more depressed and critical of herself.

Security (One goes to average Seven)

Ones become more playful and uninhibited in the company of people with whom they feel safe. It is as though a secure environment gives Ones permission to let their "silly side" out, along with the ability to express a more complete range of their emotions.. They can be funny, talkative, tell jokes and long stories and can lead others into adventures of various kinds. They can also be boldly outspoken, impulsive, and "naughty" when they feel they can get away with it. They can also allow some of their needs to surface and become demanding, selfish, and greedy after the manner of a low-average Seven. Under stress, they may inadvertently look for distractions and begin to scatter their focus and their energies, as if to prevent becoming overwhelmed by the pressures they feel both from the obligations they have taken on and from their superego.

Integration (One goes to healthy Seven)

As Ones work through the basic issues of their type, they become less strict with themselves and begin to enjoy a greater freedom, lightness, and spontaneity, like healthy Sevens. Instead of feeling that everything is a personal obligation, they begin to experience choice, freedom, abundance, and joy. Whatever they do will be good and worthwhile, and they begin to live by the maxim, "Whatever is worth doing is worth doing

badly." They let themselves off the hook of their strident superegos and begin to recognize what they want rather than what they "must" or "should" do. Integrating Ones can more easily access their curiosity and intelligence—their minds are open to many new possibilities. Their lighter approach helps other people hear their views and allows Ones to feel much closer to their fellow human beings. Rather than feeling resentful and obligated, they are filled with gratitude and a deep acceptance of themselves and others.

The Instincts In Brief

Learn more about the Instincts.

Self-Preservation Ones: Self-Control (Ichazo's "Anxiety")

Self-Preservation Ones focus their resentment and perfectionism in areas of health, self-management, and homemaking. They are not necessarily worked up about the plight of refugees in the Third World but may have very firm convictions about proper diet and exercise or the best way to maintain one's household or family budget. Self-Pres Ones like to be organized, to have their life structured, and their possessions put in their proper place. They are neat, punctual, and fastidious—sometimes to a fault. They believe that controlling the "dirt" and chaos in their lives will enhance their well being, even their survival. It seems to them that a well-ordered life is the best hedge against chaos and danger, and they are concerned that any mistakes on their part could have dire consequences. Thus, they tend to be careful and meticulous in the planning of their lives. Many Self-Pres Ones also take an active interest in preventative health matters: vitamins, cleansing diets and fasts, exercise routines, alternative medicine, and cutting-edge medical knowledge.

Sexual Ones: Shared Standards (Ichazo's "Jealousy")

Sexual Ones focus their perfectionism on their intimate relationships, holding an ideal image of what a relationship should be like and measuring their intimates against this standard. For this reason, many Sexual Ones have difficulty finding a life partner that meets their criteria—there is always some characteristic in the potential mate that falls short of their expectations. They may also harbor expectations of creating a perfect family, but this must begin with finding a mate who understands and shares their passion for their mission. When Sexual Ones find a partner who they believe shares their values, they become extremely excited and highly protective of their relationship. They may also idealize the partner, constantly striving to feel worthy of the other's love. Nonetheless, anxieties about the partner's losing the shared values may cause Sexual Ones to become critical of the other. They want to remind the partner of the high standards that they both live by but they can create problems in the relationship by trying to keep the other "on track." Nonetheless, they are passionate about their intimates and devoted to keeping their relationships moving toward higher ground.

Social Ones: The Crusader (Ichazo's "Inadaptability")

Social Ones focus their perfectionism in the social realm; thus, they are interested in local

and world affairs. What is going on with the school district? Has that new environmental legislation been passed? Why doesn't anyone care about the enormous problem of world hunger? Social Ones take these issues personally, and they devote their time and energy to bringing people's attention to social ills. In other words, they do not want merely to talk about problems, they want to get involved and take action. While they may work tirelessly for the causes that they care about, Social Ones may have trouble developing a personal life. They are not particularly interested in social ease, for themselves or for others; rather, they are concerned with finding the "right way" for people to conduct themselves with one another. When they are more identified with this attitude, they may feel that others do not know what is best for them. With regard to themselves, Social Ones feel that personal needs can be addressed only after more pressing social problems have been faced. This zeal can be hard on their families and intimates, but people are often amazed by the strength of the Social One's convictions and are grateful for the good work that they contribute to the community.

The Levels of Development

Learn more about the nine Levels of Development.

Healthy Levels

Level 1 (At Their Best): Become extraordinarily wise and discerning. By accepting what is, they become transcendently realistic, knowing the best action to take in each moment. Humane, inspiring, and hopeful: the truth will be heard.

Level 2: Conscientious with strong personal convictions: they have an intense sense of right and wrong, personal religious and moral values. Wish to be rational, reasonable, self-disciplined, mature, moderate in all things.

Level 3: Extremely principled, always want to be fair, objective, and ethical: truth and justice primary values. Sense of responsibility, personal integrity, and of having a higher purpose often make them teachers and witnesses to the truth.

Average Levels

Level 4: Dissatisfied with reality, they become high-minded idealists, feeling that it is up to them to improve everything: crusaders, advocates, critics. Into "causes" and explaining to others how things "ought" to be.

Level 5: Afraid of making a mistake: everything must be consistent with their ideals. Become orderly and well-organized, but impersonal, puritanical, emotionally constricted, rigidly keeping their feelings and impulses in check. Often workaholics—"anal-compulsive," punctual, pedantic, and fastidious.

Level 6: Highly critical both of self and others: picky, judgmental, perfectionistic. Very opinionated about everything: correcting people and badgering them to "do the right

thing"—as they see it. Impatient, never satisfied with anything unless it is done according to their prescriptions. Moralizing, scolding, abrasive, and indignantly angry.

Unhealthy Levels

Level 7: Can be highly dogmatic, self-righteous, intolerant, and inflexible. Begin dealing in absolutes: they alone know "The Truth." Everyone else is wrong: very severe in judgments, while rationalizing own actions.

Level 8: Become obsessive about imperfection and the wrongdoing of others, although they may fall into contradictory actions, hypocritically doing the opposite of what they preach.

Level 9: Become condemnatory toward others, punitive and cruel to rid themselves of wrongdoers. Severe depressions, nervous breakdowns, and suicide attempts are likely. Generally corresponds to the Obsessive-Compulsive and Depressive personality disorders.

Personal Growth Recommendations for Type Ones

Ones grow by recognizing that others do take things seriously too, but that their approach to problems or tasks might be different. As they become more centered in themselves, they become not only respectful of others' views, but curious about them. They understand that their own wisdom can only be enriched by taking other perspectives into account. Ones also grow by playing—by finding areas of their lives that are lighter, freer, and that offer opportunities for spontaneous creativity. Most Ones have a great sense of humor, and the more they allow themselves to entertain and enjoy others, the better for everyone involved. Basically, Ones grow proportionately to the extent that they can accept reality with all of its apparent "imperfections." This, of course, especially applies to themselves. By accepting what is, and working with reality rather than judging it, they become transcendently realistic, knowing the best action to take in each moment.

- Learn to relax. Take some time for yourself, without feeling that everything is up to you or that what you do not accomplish will result in chaos and disaster. Mercifully, the salvation of the world does not depend on you alone, even though you may sometimes feel it does.
- You have a lot to teach others and are probably a good teacher, but do not expect others to change immediately. What is obvious to you may not be as obvious to them, especially if they are not used to being as self-disciplined and objective about themselves as you are about yourself. Many people may also want to do what is right and may agree with you in principle but for various reasons simply cannot change right away. The fact that others do not change immediately according to

your prescriptions does not mean that they will not change sometime in the future. Your words and above all, your example may do more good than you realize, although they may take longer than you expect. So have patience.

- It is easy for you to work yourself up into a lather about the wrongdoings of others. And it may sometimes be true that they are wrong. But what is it to you? Your irritation with them will do nothing to help them see another way of being. Similarly, beware of your constant irritation with your own "shortcomings." Does your own harsh self-criticism really help you to improve? Or does it simply make you tense, nervous, and self-doubting? Learn to recognize the attacks of your superego and how they undermine you rather than helping you.
- It is important for you to get in touch with your feelings, particularly your unconscious impulses. You may find that you are uneasy with your emotions and your sexual and aggressive impulses—in short, with the messy human things that make us human. It might be beneficial to keep a journal or to get into some kind of group therapy or other group work both to develop your emotions and to see that others will not condemn you for having human needs and limitations.
- Your Achilles' heel is your self-righteous anger. You get angry easily and are offended by what seems to you to be the perverse refusal of others to do the right thing—as you have defined it. Try to step back and see that your anger alienates people so that they cannot hear many of the good things you have to say. Further, your own repressed anger may well be giving you an ulcer or high blood pressure and is a harbinger of worse things to come.

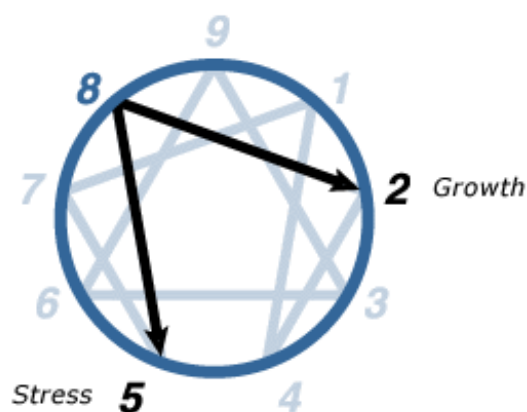
From *Discovering Your Personality Type*, pp. 88-96. See also *Personality Types*, pp. 376-409, *Understanding the Enneagram*, pp. 63-65, 126-133, and 352-354, and *The Wisdom of the Enneagram*, pp. 97-124.

Examples

Confucius, Plato, Salahuddin Ayyubi, Joan of Arc, Sir Thomas More, Mahatma Gandhi, Pope John Paul II, Nelson Mandela, Margaret Thatcher, Prince Charles, Kate Middleton, Duchess of Cambridge, Jimmy Carter, Michelle Obama, Al Gore, Hilary Clinton, Rudy Giuliani, Elliot Spitzer, Justice Sandra Day O'Connor, Osama bin Laden, George Bernard Shaw, Thoreau, Dr. Jack Kevorkian, Anita Roddick (The Body Shop), Martha Stewart, Chef Thomas Keller, Michio Kushi (macrobiotics), George Harrison, Joan Baez, Celine Dion, Ralph Nader, Noam Chomsky, Bill Moyers, George F. Will, William F. Buckley, Keith Olbermann, Jerry Seinfeld, Bill Maher, Tina Fey, Katherine Hepburn, Maggie Smith, Emma Thompson, Julie Andrews, Vanessa Redgrave, Jane Fonda, Meryl Streep, Harrison Ford, Helen Hunt, Captain "Sully" Sullenberger, "Mary Poppins," "Mr. Spock," SNL's "The Church Lady"

Personality Type EIGHT: The Challenger

*The Powerful, Dominating Type:
Self-Confident, Decisive, Willful, and Confrontational*



Generally, Eights are strong, assertive, resourceful, independent, determined, action-oriented, pragmatic, competitive, straight-talking, shrewd, and insistent.

Eights get into conflicts by being blunt, willful, domineering, forceful, defiant, confrontational, bad-tempered, rageful, cynical, and vengeful.

At their best, Eights are honorable, heroic, empowering, generous, gentle, constructive, initiating, decisive, and inspiring.

Recognizing Eights

Type Eight exemplifies the desire to be independent and to take care of oneself. Eights are assertive and passionate about life, meeting it head on with self-confidence and strength. They have learned to stand up for themselves and have a resourceful, "can-do" attitude. They are determined to be self-reliant and free to pursue their own destiny. Thus, Eights are natural leaders: honorable, authoritative, and decisive, with a solid, commanding presence. They take initiative and make things happen, protecting and providing for the people in their lives while empowering others to stand on their own. They embody solidity and courage, using their talents and vision to construct a better world for everyone depending on the range of the influence.

Most of all, Eights are people of vision and action. They can take what looks like a useless, broken-down shell of a building and turn it into a beautiful home or office or hospital. Likewise, they see possibilities in people, and they like to offer incentives and challenges to bring out people's strengths. Eights agree with the saying "Give a person a fish and they eat for a day. But teach them how to fish, and they can feed themselves for life." Eights know this is true because they have often taught themselves "how to fish." They are self-starters and enjoy constructive activity—building up themselves, others, and their world.

Eights occasionally take on big challenges to see if they can pull off the impossible or turn a hopeless cause into a great success. But they generally do not do so unless they are fairly sure that the odds are on their side and that they will have the resources to pull off a "long shot" and make it look easy. Others look to them in times of crisis because they know that Eights are willing to make tough decisions and to take the heat if things go wrong.

Honor is also important to Eights because their word is their bond. When they say "You have my word on this," they mean it. Eights want to be *respected*, and healthy Eights also extend respect to others, affirming the dignity of whomever they encounter. They react strongly when they see someone being taken advantage of or treated in a demeaning or degrading manner. They will step in and stop a fight to protect the weak or disadvantaged or to "even the score" for those whom they feel have been wronged. Similarly, Eights would not hesitate to give up their seat on the train to an old or sick person, but they would have to be dragged away bodily if anyone tried to make them give it up without their consent.

Nothing much about Eights is half-hearted. They have powerful feelings and drives and often have a major impact on the people around them—for good or for ill. Eights are more intense and direct than most, and they expect others to meet these qualities as well. Indirectness of any kind drives them crazy, and they will keep pushing and raising their energy level until they feel that others have sufficiently responded to them.

Many Eights have some kind of a dream for themselves and their "inner circle," and being the practical-minded people that they are, this often involves money-making projects, business ventures, philanthropy, and the like. They may start and run their own business or set someone else up in a situation or simply play the state lottery on a regular basis. Not all Eights have a lot of money, but most are looking for some kind of "big break" that would give them the independence, respect, and sense of power that they typically want. They can also be highly competitive, enjoying the challenges and risks of their own enterprises. They are hard-working and pragmatic—"rugged individualists," and wheeler-dealers who are always thinking of a new angle and constantly have a new project underway.

Less healthy Eights can become extremely controlling, self-important, confrontational, and highly territorial. They may respond to others by swaggering and being willful, bluffing

and "throwing their weight around" in various ways. Average Eights are full of bluster and bravado to get people to fall in line with their plans, desires, and if they encounter resistance, they will try to control and dominate people more openly and aggressively. Whether they are running a multinational corporation or a family of two, they want it understood that they are firmly and clearly in charge.

In brief, Eights want to be self-reliant, to prove their strength and independence, to be important in their world, to have an impact on their environment, to have the unquestioned loyalty of their inner circle, and to stay in control of their situation. **Eights do not want** to feel weak or vulnerable, to feel out of control, to be dependent on others, to have their decisions or authority questioned, to lose others' backing, or to be surprised by others' unexpected actions.

Their Hidden Side

Eights present a tough, independent image to the world, but under their bravado and layers of armor, there is vulnerability and fear. Eights are affected by the reactions of those closest to them far more than they want to let on. They often expect that others will dislike or reject them, and so they are profoundly touched, even sentimental, when they feel that someone they care about truly understands them and loves them. Eights may learn to harden themselves against wanting or expecting tenderness, but they are never entirely successful. No matter how tough, even belligerent, they may become, their desire for nurturance and connection can never be put entirely out of consciousness.

Relationship Issues

Eights are often sought out as partners because they appear so confident, capable, and strong. Others are reassured by their solidity and feel that the Eight will offer protection and stability in the relationship. (When Eights are healthy, this is true.) Eights also exude a great deal of charisma—they have tremendous instinctual energy and many people feel attracted to their intensity. However, other people may be frightened by the same qualities in Eights, and when Eights assert their energy too forcefully, they often create problems in their relationships. Some of their main trouble spots include the following:

- Becoming self-absorbed and uninterested in others' feelings or problems due to feeling overwhelmed by their own feelings.
- Overreacting to perceived rejection by withdrawing or losing their temper.
- Pushing others to get a more "genuine" response.
- Becoming remote and emotionally unavailable when troubled.
- Becoming possessive and jealous of the partner.
- Seeing the other as an inferior to be shaped and directed; not respecting the partner as an equal.
- Acting out difficult psychological issues in rages, binges, or acts of revenge.

Type Compatibility

To learn more about compatibility issues and relationships with other types, see the [Enneagram Type Combinations](#).

The Passion: Lust

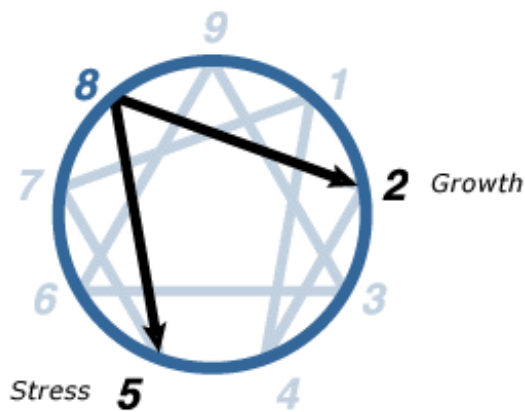
Eights want to feel intensely alive: they love the sense of immediacy they get from being engaged with life fully. They do not have much patience with lukewarm responses or half-hearted actions from others. But this desire to be vital and alive can easily deteriorate into a need to constantly *push against* the world—and especially other people. Eights get into the habit of exerting themselves and their influence, increasing the intensity of situations so that they will feel more real and alive. They become like a person aggressively trying to push a door open that opens inwardly. Unfortunately, this approach to life often overwhelms other people who then avoid the Eight, and it can lead to severe stress and even physical breakdown for the Eight herself.

At Their Best

Healthy Eights combine their natural strength and energy with measured, insightful, decision-making, and a greater willingness to be emotionally open and available to others. They make loyal friends and will make any sacrifice necessary for the well-being of their loved ones. They feel no need to test their wills against others: they are so secure and grounded in themselves that there is no need to constantly assert themselves much less to control anyone else. Thus, they have greater inner peace themselves and can therefore be enormous sources of support and strength for others. Seeing that they can be a powerful source of blessings in others' lives fills Eights with a deep sense of fulfillment and a kind of benevolent pride in their ability to have a positive impact on the world and on others.

High-functioning Eights are truly heroic, mastering themselves and their passions. They are big-hearted, merciful, and forbearing, carrying others with their strength. Courageous and strong, but also gentle and humble—willing to put themselves in jeopardy for the sake of justice and fairness. Very high-functioning Eights have the vision, compassion, and heart to be a tremendous influence for good in the world.

Personality Dynamics & Variations



Learn more about the [Directions of Integration \(Security\) and Disintegration \(Stress\)](#).

Under Stress (Eight Goes to Average Five)

Eights usually respond to stress by taking problems and challenges head on. They are bold and assertive in pushing for control and for accomplishing their vision, whatever it might be. But this approach can leave them feeling beleaguered and overwhelmed. When stress levels get too high, Eights may suddenly switch tactics and go into periods of retreat or even isolation, like average Fives. They pull back from the front lines to assess their situation, to strategize, and to see how they can regain control. They may become strangely quiet, secretive, and isolated as they privately explore ways to deal with their problems. Under longer periods of stress, they may also develop a cold, cynical attitude about themselves, other people, and life in general, in the manner of less healthy Fives.

Security (Eight Goes to Average Two)

Eights will sometimes turn toward people they trust to be reassured about the other person's need for them. They have an emotional, even sentimental side that they show only to people with whom they feel safe. They may appear tough and independent in public while privately doting on key people in their lives or, if they lack these, then on their pets. They may also attempt to get intimates to acknowledge their help and support or may want people to depend more completely on them, like average Twos. Hidden feelings of rejection can cause them to seek ways to hold on to those few people they feel close to, including manipulation and undermining the other. Like average Twos, they also become unwilling to acknowledge their real needs or feelings of hurt with people on whom they depend.

Integration (Eight Goes to Healthy Two)

As Eights begin to recognize their powerful emotional armoring and see how much it isolates them unnecessarily, they naturally become more emotionally expressive and generous, like high-functioning Twos. Underneath their drive for self-protection and independence, Eights have big hearts and generous impulses. Once they feel secure enough to let down their guards, they discover how much they care about people and how much they want to support others. In short, they want to be a source of good in the world and to express their love—and at Two, they do so. Since they remain Eights, their

love is expressed in palpable ways that actually help and support people. It is a love free of sentiment, clinging, or hidden agenda, and through it, Eights find the sense of empowerment and dignity that they have been seeking.

The Instincts In Brief

Learn more about the Instincts.

Self-Preservation Eights: The Survivor (Ichazo's "Satisfactory Survival")

Self-Preservation Eights most live out the Eights' need for independence through the accumulation of power, position, and, sometimes, material wealth. That is not to say that all Self-Pres Eights are wealthy—most are not—but that this Variant seeks to have and to control whatever resources they can in order to maintain their independence and dominance. Thus, these Eights make shrewd business people and politicians and are extremely practical, approaching life with a tough-minded pragmatism they see as being simply "realistic." Often private people, their home is very important to them. Whether man or woman, the Self-Pres Eight rules the roost and is likely to control resources within the household. Positively, they are often excellent providers and have a way of landing on their feet no matter what life throws at them. Trouble spots include difficulty empathizing with the needs of others, especially if they perceive others as weak or ineffectual. Self-Pres Eights most typify the shrewd, pragmatic, wheeler-dealer aspect of this personality type. .

Sexual Eights: Taking Charge (Ichazo's "Possessiveness")

Sexual Eights are charismatic and emotionally intense: they seem to "smolder." These Eights seek intensity through relationship, and the ups and downs of their lives are often seen in terms of relationship. The Sexual Eight wants to "imprint" their significant other, to leave their mark. Whether they are dealing with love interests or are engaged in other activities, they enjoy the thrill of intense stimulation and can become addicted to adrenaline rushes. They often adore the people they are in love with, but they can develop problems from thinking of the other as a child that they want to shape and develop. Much of this comes from wanting the partner to be strong enough so that the Sexual Eight can relax and surrender themselves. Thus, they may provoke their loved ones in the effort to test their strength or to build it up. Similarly, they like to be challenged by the other, but this can deteriorate into a struggle for dominance in the relationship. They may resort to arguments or verbal sparring as a way of stimulating intensity in the relationship. Sexual Eights can also feel as though they "own" their intimate partner—that they have a right to satisfaction whenever they need it.

Social Eights: Gusto and Camaraderie (Ichazo's "Friendship")

Social Eights like to "live large," and as the name suggests, engage fully in the world. Friendship and loyalty are top values for them, and they are willing to make great sacrifices for the people and causes they care about. At the same time, they expect that others they have bonded with will be similarly loyal to them. (In this regard, they can

resemble Sixes, although their energy is bigger and more direct than that of Sixes.) Often, Social Eights will gather a group of friends around them while unofficially acting as the chairperson of the group—the "king" or "queen." They enjoy conversation about sports, politics, rock music, or the latest events on their favorite soap opera—any subject in which they can boldly state opinions and get into debates about. Social Eights enjoy the banter and energy of a disagreement about such matters, and they are often surprised to learn that others can be hurt or overwhelmed by the force of their opinions. At such times, they may try to "tone themselves down," but they usually find this an uncomfortable compromise. More often, they seek out friends who they perceive as strong and independent, people who can take a bit of roughhousing and who will not be overwhelmed by them. Less healthy Social Eights have problems with making promises to people that they cannot always fulfil. Conning others, and exaggerating situations can become part of the picture.

The Levels of Development

Learn more about the nine Levels of Development.

Healthy Levels

Level 1 (At Their Best): Become self-restrained and magnanimous, merciful and forbearing, mastering self through their self-surrender to a higher authority. Courageous, willing to put self in serious jeopardy to achieve their vision and have a lasting influence. May achieve true heroism and historical greatness.

Level 2: Self-assertive, self-confident, and strong: have learned to stand up for what they need and want. A resourceful, "can do" attitude and passionate inner drive.

Level 3: Decisive, authoritative, and commanding: the natural leader others look up to. Take initiative, make things happen: champion people, provider, protective, and honorable, carrying others with their strength.

Average Levels

Level 4: Self-sufficiency, financial independence, and having enough resources are important concerns: become enterprising, pragmatic, "rugged individualists," wheeler-dealers. Risk-taking, hardworking, denying own emotional needs.

Level 5: Begin to dominate their environment, including others: want to feel that others are behind them, supporting their efforts. Swaggering, boastful, forceful, and expansive: the "boss" whose word is law. Proud, egocentric, want to impose their will and vision on everything, not seeing others as equals or treating them with respect.

Level 6: Become highly combative and intimidating to get their way: confrontational, belligerent, creating adversarial relationships. Everything a test of wills, and they will not back down. Use threats and reprisals to get obedience from others, to keep others off

balance and insecure. However, unjust treatment makes others fear and resent them, possibly also band together against them.

Unhealthy Levels

Level 7: Defying any attempt to control them, become completely ruthless, dictatorial, "might makes right." The criminal and outlaw, renegade, and con-artist. Hard-hearted, immoral and potentially violent.

Level 8: Develop delusional ideas about their power, invincibility, and ability to prevail: megalomania, feeling omnipotent, invulnerable. Recklessly over-extending self.

Level 9: If they get in danger, they may brutally destroy everything that has not conformed to their will rather than surrender to anyone else. Vengeful, barbaric, murderous. Sociopathic tendencies. Generally corresponds to the Antisocial Personality Disorder.

Personal Growth Recommendations for Type Eights

Eights grow by recognizing that the world is not a battleground to be approached as a gigantic test of wills. They do not have to see life as a "survival of the fittest," a titanic struggle that they must be constantly engaged in. They grow by recognizing that it is their attempt to defy the world and to force everything to bend to their will that is at the root of their problems. They realize that any real strength entails vulnerability and openness. They also learn that allowing more openness enables others to get closer to them and to support them in tangible ways. Eights grow by recognizing that more can be accomplished through cooperation and partnership than they can do by themselves or by constantly struggling to impose their will on others.

- It goes against the grain, but act with self-restraint. You show true power when you forbear from asserting your will with others, even when you could. Your real power lies in your ability to inspire and uplift people. You are at your best when you take charge and help everyone through a crisis. Few will take advantage of you when you are caring, and you will do more to secure the loyalty and devotion of others by showing the greatness of your heart than you ever could by displays of raw power.
- It is difficult for Eights, but learn to yield to others, at least occasionally. Often, little is really at stake, and you can allow others to have their way without fear of sacrificing your power, or your real needs. The desire to dominate everyone all the time is a sign that your ego is beginning to inflate—a danger signal that more serious conflicts with others are inevitable.
- Remember that the world is not against you. Many people in your life care about you and look up to you, but when you are in your fixation, you do not make this easy for them. Let in the affection that is available. Doing this will not make you

weak, but will confirm the strength and support in yourself and your life. Also remember that by believing that others are against you and reacting against them, you tend to alienate them and confirm your own fears. Take stock of the people who truly are on your side, and let them know how important they are to you.

- Eights typically want to be self-reliant and depend on no one. But, ironically, they depend on many people. For example, you may think that you are not dependent on your employees because they depend on you for their jobs. You could dismiss them at any time and hire other workers. Everyone is expendable in your little kingdom—except you. But the fact is that you are dependent on others to do their jobs too, especially if your business concerns grow beyond what you can manage alone. But if you alienate everyone associated with you, you will eventually be forced to employ the most obsequious and untrustworthy operatives. When you do, you will have reason to question their loyalty and to fear losing your position. The fact is that whether in your business world or your domestic life, yourself-sufficiency is largely an illusion.
- Eights typically overvalue power. Having power, whether through wealth, position, or simple brute force, allows them to do whatever they want, to feel important, to be feared and obeyed. But those who are attracted to you because of your power do not love you for yourself, nor do you love or respect them. While this may be the Faustian bargain you have made, you will nevertheless have to pay the price that whatever power you accumulated will inevitably be at a cost you, physically and emotionally.

From *Discovering Your Personality Type*, pp. 155-163. See also *Personality Types*, pp. 297-337, *Understanding the Enneagram*, pp. 57-59, 112-119, and 346-349, and *The Wisdom of the Enneagram*, pp. 287-313.

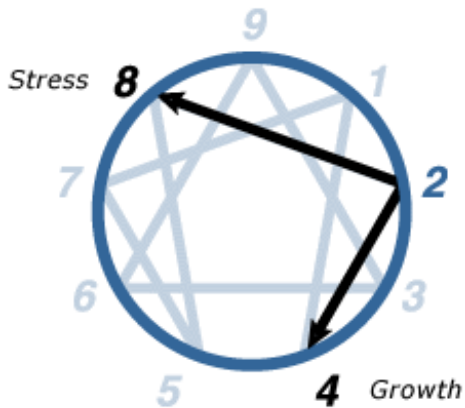
Examples

G.I. Gurdjieff, Richard Wagner, Franklin D. Roosevelt, Winston Churchill, Oskar Schindler, Fidel Castro, Martin Luther King, Jr., Lyndon Johnson, Mikhail Gorbachev, Golda Meir, Indira Gandhi, Saddam Hussein, Senator John McCain, Donald Trump, Pablo Picasso, Ernest Hemingway, Norman Mailer, Toni Morrison, Serena Williams, James Brown, Aretha Franklin, Keith Richards, Queen Latifah, Courtney Love, Jack Black, Chrissie Hynde, Pink, John Wayne, Frank Sinatra, Humphrey Bogart, Lauren Bacall, Bette Davis, Mae West, Sean Connery, Paul Newman, Clint Eastwood, Tommy Lee Jones, Jack Nicholson, Susan Sarandon, Russell Crowe, Sean Penn, Harvey Keitel, Matt Damon, Alec Baldwin, Roseanne Barr, Barbara Walters, Rosie O'Donnell, "Dr. Phil" McGraw, "Tony Soprano"

Personality Type TWO: The Helper

The Caring, Interpersonal Type:

Demonstrative, Generous, People-Pleasing, and Possessive



Generally, Twos are caring, empathetic, warm, thoughtful, appreciative, generous, other-oriented, tactile, affectionate, well intentioned, and demonstrative.

Twos get into conflicts by being people-pleasing, flattering, ingratiating, clingy, worried, possessive, insincere, seductive, self-important, and self-deceptive.

At their best, Twos are encouraging, loving, self-nurturing, constant, joyous, humble, forgiving, gracious, and compassionate.

Recognizing Twos

Type Two exemplifies the desire to feel loved, to connect with others in a heartfelt way, and to be a source of benevolence and love in our world. Twos are easily the most people-oriented of the Enneagram types. They focus on relationship and feel best about themselves when they are meaningfully engaged with others. They want to share the good in their lives and genuinely enjoy supporting others with their attention and care. Insofar as they can, Twos make good things happen for people. They will stay up late to take care of children or older folks, drive across town to bring food, or see to it that others get medical treatment. When there is practical work to be done for others, healthy Twos will be there, throwing themselves into the effort, heart and soul.

Twos are genuinely interested in other people and in the details of their lives. They

remember to send birthday and holiday cards long after their friends have moved away. They also remember your spouse's name and the names of your children and pets—plus who has which allergies and what their major was in college. Twos are the first in the kitchen after a party to help out with the cleanup. At the office, Twos have a bowl of candy or a tin of cookies at their desk—not for themselves, but for anyone who drops by to chat. They are constantly thinking of others, and they try to do nice things so that others will think well of them.

Twos get into difficulty, however, when they begin to attend to others' needs without adequately dealing with their own. They can get into denial about the extent of their own needs while insisting that their only concern is taking care of others. At such times, Twos may develop "boundary problems." They disregard their own boundaries, Ones have great sense of humor doing things for others that take them away from what they need to do for themselves, and they disregard the boundaries of others, doing things for others that they do not necessarily want done. When others feel crowded by the Twos' efforts to help, and try to set boundaries with them, Twos can feel hurt and insecure about the relationship and feel rejected.

When Twos doubt that others want them, they redouble their efforts to win people over. They get caught up with "people pleasing" and ingratiating themselves with others, looking for things to do and say that will make people like them. "Relating" with people becomes a full-time job: they are constantly making new friends while maintaining a network of old friends. Talking about "the relationship" with people becomes a habit, as Twos continually seek reassurance that their friendships and love-lives are secure and on track.

They also begin to seek ways to make themselves more interesting and useful to others. Thus, they may pursue such interests as massage, psychic readings, energetic healing, nutrition, and other ways of being of service as a way of making people feel good about themselves—and about having the Two in their life. They want to have a unique place in others' lives and to know privileged information about others that no one else knows. They want others to regard them as their "best friend," and to seek them out for personal advice, and to share special secrets and intimacies. They may begin to wear themselves out for others, giving unwanted advice and assistance, and becoming "martyrs" to get attention and affection. When Twos go too far with this kind of behavior, however, it ironically has the opposite effect on people—driving them away rather than creating stronger relationships.

In brief, Twos want to feel loved, to have intimacy, to express their feelings for others, to be needed and appreciated, to be close to valued friends and family, to "rescue" potential friends and partners, to get others to respond to them, and to get and hold on to the love they want. Twos do not want to be out of touch with loved ones, to be in impersonal settings, to be left out of social situations, or to be in situations where there is nothing for them to give.

Their Hidden Side

Although on the surface Twos appear to feel at ease with others and to be a source of emotional sustenance for the people in their lives, they also suffer from well-hidden feelings of rejection. Twos expect people to not want them around, and they often feel that they need to be extraordinarily kind and supportive to get people to accept and love them. They usually try to conceal the depths of their loneliness or hurt beneath an image of concern for others, focusing on others' needs to help them feel better. Sometimes it does, but just as often, Twos may feel that others are not appreciating them for their efforts, thus rekindling their feelings of rejection. Then they may become touchy or even openly angry, revealing the extent of the disappointment they are hiding.

Relationship Issues

Twos are the Enneagram type most focused on relationships: people are where Twos focus their energies. They are generous with their time and attention and really want their loved ones to be happy and well-cared for. Problems develop, however, when Twos go overboard with their efforts to be close to their loved ones, often in the following areas:

- Trying too hard to please the other—selling themselves out for affection and appreciation.
- Hovering around and not giving the other adequate space (usually caused by fears of imminent abandonment)
- Expecting "mind reading" from the partner and being disappointed when they fail to anticipate the Two's desires or needs.
- Becoming possessive of the partner and jealous of his or her spending time with others.
- Not acknowledging personal hurts, needs, and anger until they are becoming damaging to the relationship.

Type Compatibility

To learn more about compatibility issues and relationships with other types, see the [Enneagram Type Combinations](#).

The Passion: Pride

Twos believe that they will be loved only if they are completely available to attend to the needs of others. To the extent that they succumb to this belief, they fear that others will reject them if they have needs or emotional hurts of their own. When Twos find themselves unable to acknowledge the extent of their emotional needs and desires, they fall into the passion of pride. From this position, they feel duty-bound to care for others while denying that they have any significant problems themselves. But of course, under

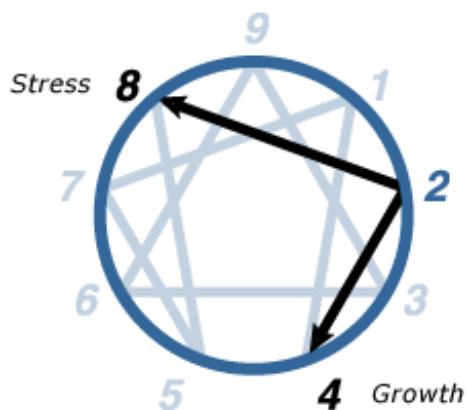
the surface, Twos really *do* have many problems and longings. Unfortunately, the more Twos deny their real emotional condition, the more they tend to express themselves to others with covert aggression, ulterior motives, and hidden neediness. This often leads to behaviors that unintentionally drive other people away.

At Their Best

Healthy Twos are sincere and warm-hearted, with immense good will and enormous generosity of spirit. They have an extraordinary ability to feel the feelings and needs of others. Because they are so empathetic, healthy Twos know others' sorrows, and this motivates them to go out of their way to help and support people, especially in times of need. They put a charitable interpretation on the behavior of others, emphasizing the good in people whenever they find it. But healthy Twos are able to maintain this generous approach to life because they are acknowledging their own needs and, more importantly, addressing them.

Healthy Twos do not wait around for a loving response from people in order to feel lovable. They recognize their true strengths and limitations and accept them—extending the support and love to themselves that they would easily offer to someone else. Thus, they are also able to accept others for who *they* are and relate to them on their own level, whether the person is the president of a corporation, the mailman, or a delivery boy. Twos see the dignity and the humanity of people and respond to that. They also foster independence in others, nurturing self-confidence, strength, and new skills so that people can grow on their own. They really want everyone to thrive and do not want anyone to be dependent on them, physically or psychologically. They are sincerely encouraging and extremely appreciative of the talents and strengths they find everywhere. Healthy Twos let people know the good they see in them, a quality that is particularly helpful to those who may not see much good in themselves.

Personality Dynamics & Variations



Learn more about the [Directions of Integration \(Security\) and Disintegration \(Stress\)](#).

Under Stress (Two goes to average Eight)

If Twos feel that their overtures of friendliness and many expressions of self-sacrifice are continually thwarted or ignored, they may reach a point of stress in which they begin to openly express their anger in the manner of average-to-unhealthy Eights. Their resentment at having been rejected by others (in perhaps subtle ways) reaches the boiling point, and they simply cannot maintain their "loving attitude" any longer. Feeling that others are taking them for granted makes the average Two suddenly act out in an average Eight manner, becoming ego-centric, controlling, and dominating, telling people what to do and when to do it. This kind of behavior puts Twos in the center of things and virtually forces others to pay attention to them. Bossing people around and being somewhat confrontational can be surprisingly out of character for the Two. Under greater stress, it can be expressed in outbursts of temper, aggressive confrontation, and threats of withdrawing support.

Security (Two goes to average Four)

With trusted others, or in situations in which Twos feel sure of themselves and their ability to be honest about their feelings, they may risk expressing their neediness and darker impulses. Rather than keep up the image of being selfless and above feeling wounded by the ingratitude of others, they can become moody, self-absorbed, and temperamental, revealing to intimates the true depth and extent of their emotional needs, self-doubts, and disappointments—particularly with others. At such times, they can be extremely touchy—easily hurt by statements that others would see as harmless or even positive. They may also become more self-indulgent, giving themselves "goodies" that are not very good for them as a way of compensating for all of the sacrifices they feel they have been making for others.

Integration (Two goes to healthy Four)

Integrating Twos become aware of how much they have denied their needs and their darker feelings—and how much they have deceived themselves about their motives. At Four, they begin to accept themselves more completely—not rejecting any aspect of themselves they find. Even their destructive feelings toward others can be held compassionately. They are more honest with themselves (after the manner of a healthy Four) and discover humor and humanity in whatever feelings and impulses they have. This gives Twos the ability to see themselves objectively and without shame—and with love and balance. They are also able to support others from the fullness of who they really are and to have greater intimacy with them because integrating Twos are more intimate with themselves. Gradually and naturally, they become more authentic, expressive, sensitive, and creative in ways that are enriching to themselves and others.

The Instincts In Brief

[Learn more about the Instincts.](#)

Self-Preservation Two: Entitlement (Ichazo's "Me First")

Twos typically deal with their own self-preservation needs by first taking care of others' self-preservation needs. They feel that they will win others' love by providing them with nurturing and caretaking. They derive a great deal of satisfaction from feelings of service to others or to causes. They are able to anticipate people's needs and then try to fulfill them. ("You poor thing, you look hungry.") Of course, after taking care of others for a while, Self-Pres Twos begin to expect that others will reciprocate and take care of *their* needs. But because they are Twos, they feel that they cannot ask directly for what they need. They must drop hints and continue to take care of the other person with the hope that he or she will eventually respond with care for the Two. Over time, this gives Self-Pres Twos a feeling of entitlement. ("After all I've done for them, I deserve this treat.") The problem is that Self Pres Twos feel ashamed of having physical needs. Thus, when others fail to reciprocate in the way that Twos hope, they may privately overindulge in self-preservation "goodies"—comfort foods, sweets, drink, and prescription medicines are frequent choices. They keep hidden stashes of their favorite indulgences as a way of compensating for feelings of loneliness and rejection. Unfortunately, the rewards that Self Pres Twos give themselves often endanger their health and well being, which ironically, undermines their ability to help others.

Sexual Two: Craving Intimacy (Ichazo's "Aggression")

Sexual Twos feel that they will feel loved by attaining complete, profound intimacy with someone. Thus they are driven to be as close to their loved ones as possible. They attempt to win a place with people by focusing intensely on the other's needs, hopes, and interests. They enjoy the process of learning about potential partners and make it their business to become acquainted with the other's world. It is as if the Sexual Two was seeking to get "in synch" with the other in as many different ways as possible. Similarly, the Sexual Two will enjoy finding out what the other likes, whether it is a favorite food, cologne, style of music, or favorite place for vacationing. Needless to say, Sexual Twos will then do their best to provide these things for their intimates. Moreover, most people love to be the center of attention, and Sexual Twos know this, lavishing the other with attention, affection, and praise. In this sense, they are seductive—getting others interested in spending time with them by making the other their object of adoration. Sexual Twos also like to touch and be touched by the people they are drawn to, often initiating physical contact in a relationship—even in a friendship. When less balanced, Sexual Twos can become obsessed with a lover and can have great difficulty letting go of a relationship.

Social Two: Everybody's Friend (Ichazo's "Ambition")

Social Twos feel loved by having an important place in the lives of their friends, family, and colleagues. They fear being left out of social events and gatherings, so they try to make themselves indispensable to whatever groups they are involved with. They often become advisors, mentors, matchmakers, and social-event coordinators for many people in their lives. They enjoy introducing people to one another and generally act as the "social hub" of whatever they are involved with. They derive great satisfaction from giving advice to trusted friends and often initiate new relationships by offering some kind of

service or counsel. Social Twos have a subtle "radar" for people in need of a sympathetic audience and may appear with a smile and some kind words. They especially like to give counsel to people they see as important. While the pride of the Two does not allow them to have social ambitions of success and fame for themselves, they often achieve these things indirectly by becoming "the power behind the throne." Thus, they are able to rise socially by attaching themselves as advisors and primary supports to someone who is successful in some way. Social Twos tend to be outgoing and high-spirited, often resembling Sevens, and to get energy from their interactions with their friends. Indeed, Social Twos think of all of their colleagues and acquaintances as friends and their friends as family. They usually know the names of all of the local shopkeepers, the mailman, the waiters, and bartenders at their favorite restaurants and bars, and so forth. When less balanced, Social Twos can scatter themselves in a large number of social commitments—trying to serve many people, but often causing primary relationships to suffer.

The Levels of Development

Learn more about the nine Levels of Development.

Healthy Levels

Level 1 (At Their Best): Become deeply unselfish, humble, and altruistic: giving unconditional love to self and others. Feel it is a privilege to be in the lives of others.

Level 2: Empathetic, compassionate, feeling for others. Caring and concerned about their needs. Thoughtful, warm-hearted, forgiving and sincere.

Level 3: Encouraging and appreciative, able to see the good in others. Service is important, but takes care of self too: they are nurturing, generous, and giving—a truly loving person.

Average Levels

Level 4: Want to be closer to others, so start "people pleasing," becoming overly friendly, emotionally demonstrative, and full of "good intentions" about everything. Give seductive attention: approval, "strokes," flattery. Love is their supreme value, and they talk about it constantly.

Level 5: Become overly intimate and intrusive: they need to be needed, so they hover, meddle, and control in the name of love. Want others to depend on them: give, but expect a return: send double messages. Enveloping and possessive: the codependent, self-sacrificial person who cannot do enough for others—wearing themselves out for everyone, creating needs for themselves to fulfill.

Level 6: Increasingly self-important and self-satisfied, feel they are indispensable, although they overrate their efforts in others' behalf. Hypochondria, becoming a "martyr" for others. Overbearing, patronizing, presumptuous.

Unhealthy Levels

Level 7: Can be manipulative and self-serving, instilling guilt by telling others how much they owe them and make them suffer. Abuse food and medication to "stuff feelings" and get sympathy. Undermine people, making belittling, disparaging remarks. Extremely self-deceptive about their motives and how aggressive and/or selfish their behavior is.

Level 8: Domineering and coercive: feel entitled to get anything they want from others: the repayment of old debts, money, sexual favors.

Level 9: Able to excuse and rationalize what they do since they feel abused and victimized by others and are bitterly resentful and angry. Somatization of their aggressions results in chronic health problems as they vindicate themselves by "falling apart" and burdening others. Generally corresponds to the Histrionic Personality Disorder and Factitious Disorder.

Personal Growth Recommendations for Type Twos

Twos grow by recognizing that caring for themselves and caring for others is not an either/or proposition. They can care for others effectively only when they are also caring for themselves and recognizing their own needs. Further, they come to understand that they can achieve real love and intimacy with others only if they truly have love and intimacy with themselves. For Twos, this means acknowledging their real feelings, even if they are not pretty or pleasant, and expressing their needs as they arise. It also entails recognizing when they are tired, lonely, or overextended. By paying attention to their own feelings and inner states, Twos naturally grow into finding a balance between taking care of themselves and their natural inclination to help others. Once grounded and clear about their motives, they are able to abide in the fullness of their hearts and to share this with others.

- First and foremost, remember that if you are not addressing your own needs, it is highly unlikely that you will be able to meet anyone else's needs without problems, underlying resentments, and continual frustration. Further, you will be less able to respond to people in a balanced way if you have not gotten adequate rest, and taken care of yourself properly. It is not selfish to make sure that you are okay before attending to others' needs—it is simply common sense.
- Try to become more conscious of your own motives when you decide to help someone. While doing good things for people is certainly an admirable trait, when you do so because you expect the other person to appreciate you or do something nice for you in return, you are setting yourself up for disappointments. Your type has a real danger of falling into unconscious codependent patterns with loved ones, and they almost never bring you what you really want.
- While there are many things you might want to do for people, it is often better to ask

them what they really need first. You are gifted at accurately intuiting others' feelings and needs, but that does not necessarily mean that they want those needs remedied by you in the way you have in mind. Communicate your intentions, and be willing to accept a "no thank you." Someone deciding that they do not want your particular offer of help does not mean that they dislike you or are rejecting you.

- Resist the temptation to call attention to yourself and your good works. After you have done something for others, do not remind them about it. Let it be: either they will remember your kindness themselves and thank you in their own way or they will not. Your calling attention to what you have done for them only puts people on the spot and makes them feel uneasy. It will not satisfy anyone or improve your relationships.
- Learn to recognize the affection and good wishes of others, even when these are not in terms that you are familiar with. Although others may not express their feelings in a way that you want, they may be letting you know in other ways how much they care about you. If you can recognize what others are giving you, you will rest more easily in the knowledge that you really are loved. Love is always available but only to the degree that we are present and therefore receptive to it.

From *Discovering Your Personality Type*, pp. 97-105. See also *Personality Types*, pp. 59-94, *Understanding the Enneagram*, pp. 40-42, 74-79, and 332-334, and *The Wisdom of the Enneagram*, p. 125-150.

Examples

Paramahansa Yogananda, Pope John XXIII, Guru Ammaji ("The Hugging Saint"), Byron Katie, Bishop Desmond Tutu, Eleanor Roosevelt, Nancy Reagan, Monica Lewinsky, Ann Landers, Mary Kay Ash (Mary Kay Cosmetics), Leo Buscaglia, Richard Simmons, Luciano Pavarotti, John Denver, Lionel Richie, Stevie Wonder, Barry Manilow, Dolly Parton, Josh Groban, Music of Journey, Bobby McFerrin, Kenny G, Paula Abdul, Priscilla Presley, Elizabeth Taylor, Danny Thomas, Martin Sheen, Jennifer Tilly, Danny Glover, Richard Thomas "John Boy Walton," Juliette Binoche, Arsenio Hall, Timothy Treadwell "Grizzly Man," "Melanie Hamilton Wilkes" (*Gone with the Wind*), "Eve Harrington" (*All About Eve*), "Dr. McCoy" (*Star Trek*)