The Enneagram Lens for Leadership in the Library

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leadership through understanding the 9 enneagram types
strengths and challenges of each
ideas for communicating with each type
my intention
How engaged will you be?

1 - not at all
2 - minimally
3 - somewhat
4 - pretty much
5 - fully
set your intention
the enneagram

• self-awareness tool
• used in psychology for personality info
• focuses on strengths, motivations, fears, opportunities for change/growth
• not witchcraft, not based on a religion
caution
why use the enneagram

• self-discovery
• better understand yourself and teammates
• can better support those you understand
• improved team functioning
the 9 types

1- idealist, perfectionist, self-controlled
2- helper, people-pleasing, giving, mentor
3- achiever, pragmatic, driven, performer
4- individualist, expressive, sensitive, dramatic
5- investigator, thinker, observer, perceptive, innovator
6- loyalist, responsible, anxious, guardian
7- enthusiast, scattered, spontaneous, visionary
8- challenger, decisive, self-confident, protector
9- peacemaker, reassuring, mediator, agreeable
• heart (feeling): 2, 3, 4
  connect easily with others
  high EQ
  central emotion is shame

• head (thinking): 5, 6, 7
  analyzes with theories and systems, intelligent
  central emotion is fear

• body (instincts): 8, 9, 1
  make lasting judgements, maintain individualism
  central emotion is anger
wings

- the type on either side of you
- you have traits from each wing
- 1 wing usually more dominant
arrows

• areas we can develop to become more balanced

• arrow toward your type is what you left behind, what needs to be reintegrated (energizing point, security point, against arrow)
  • when you feel safe

• arrow away from your type is what you can grow into with self-development (resolution point, defensive point, forward arrow)
  • when you feel pressured
reflections so far
what you say...and what they hear
type 9 - peacemaker’s communication style

diplomatic
accommodating
supportive
value opinions
inclusive
can seem indecisive and indirect
trying to gather all opinions
confusing
type 8 – challenger’s communication style

direct
bold
authoritative
straightforward
passionate
can seem intense, combative, intimidating
their brevity alienates some
type 7 – enthusiast’s communication style

energetic
visionary
confident
fast-paced
story tellers
animated
can seem rude and dominating with interruptions
disjointed if distracted
type 6 – loyalist’s communication style

inquisitive
logical
focus on the task
anxious about “what ifs”
can seem pessimistic
overcommunicate concerns
type 5 – investigator’s communication style

- brief
- professional
- data > emotions
- need to think through next steps
- almost no personal sharing
- analytical
- can seem aloof or robotic
- can seem hard to connect with
type 4 – individualist’s communication style

- intense
- empathetic
- want to be understood
- value connections
- unique insights

- can seem into themselves,
- dramatic, intense
- sensitive to rejection
type 3 – achiever’s communication style

- straightforward
- efficient
- focused
- confident
- clear
- prepared

- can seem impatient, dismissive
- sensitive to perceived criticism
type 2 – helper’s communication style

- caring
- supportive
- grateful
- people-oriented

- can get off task due to time spent connecting with others
- can get involved in others’ drama
type 1 – idealist’s communication style

polite
thoughtful
detail-oriented
professional
precise
no nonsense
can seem demanding with high expectations
may seem critical and negative
defensive when criticized
reflections so far
communicating with types 1-9
Know how you communicate.

Know how you are heard.

Know that your communication can improve your leadership and team’s function.