

The Enneagram Institute®

Riso-Hudson Enneagram Type Indicator (RHETI v2.5)



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Date of Test: 2019-07-14 UTC

Enneagram Type	Score
Type 8, The Challenger	20
Type 3, The Achiever	20
Type 2, The Helper	19
Type 6, The Loyalist	18
Type 7, The Enthusiast	16
Type 4, The Individualist	15
Type 1, The Reformer	14
Type 5, The Investigator	12
Type 9, The Peacemaker	10

Results Overview

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 in your results.

Your highest score was a tie between:

- Type 8
- Type 3
- Type 2

Your primary Enneagram personality type is most likely the highest of these scores, and almost certainly among the highest two or three.

For additional information, you may want to read [How to Interpret your Results](#), and consult our [Misidentifications](#) section for help with comparing the types.

You may also find it helpful to go over your test results and the personality descriptions with someone who knows you well.

Ultimately, there is no substitute for self-reflection. Please carefully read the Expanded Type Descriptions of your top types and reflect on which one you identify with the most.

If you have not yet discovered your Instinctual Stack, we offer a test that can help you do so. The [Instinctual Variant Questionnaire \(IVQ v2.0\)](#) will help you understand the role that all three Instincts play in your life. Once you have discovered your Instinctual Stack, you can understand your Enneagram type with even more depth and clarity.

If you ever have any questions or need assistance, please contact support@enneagraminstitute.com.

Best Wishes,

[The Enneagram Institute®](#)

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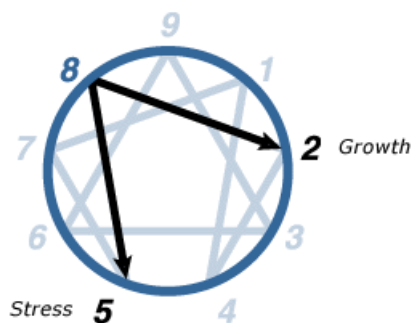
Normal office hours Mon-Fri 9:00am - 4:00pm ET

Limited email support at other times.

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

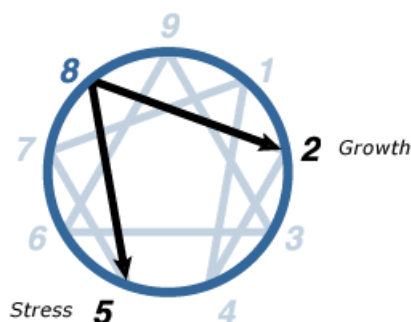
Eights want to feel intensely alive: they love the sense of immediacy they get from being engaged with life fully. They do not have much patience with lukewarm responses or half-hearted actions from others. But this desire to be vital and alive can easily deteriorate into a need to constantly *push against* 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 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.

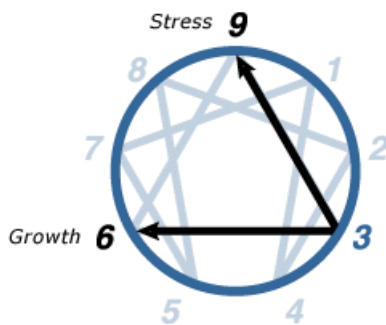
Examples

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 THREE: The Achiever

The Success-Oriented, Efficient Type:

Adaptive, Excelling, Driven, and Image-Conscious



Generally, Threes are effective, competent, adaptable, goal-oriented, ambitious, organized, diplomatic, charming, into performance, and image-conscious.

Threes get into conflicts by being expedient, excessively driven, competitive, self-promoting, "appropriate" instead of sincere, boastful, and grandiose.

At their best, Threes are inner-directed, authentic, modest, admirable, well-adjusted, gracious, interested in others, and self-accepting.

Recognizing Threes

Type Three exemplifies the desire to be our best self, to develop all of our potentials, and to value ourselves and others. Threes are the "stars" of the personality types—people of tremendous drive, ambition, and belief in themselves. Threes want to excel, to be the best at whatever they do, and they are willing to put in the effort it takes to do so. Threes can be found at the gym, taking classes at night, putting in extra hours at work, learning how to coordinate their best colors when they dress—basically doing what it takes to shine. While Threes are energetic and ambitious, they are also diplomatic—they want to be liked and esteemed by others. They strive to be presentable and appropriate, not wanting to come across in ways that would be disapproved of. They know how to put their best foot forward and present themselves in a way that highlights their energy and confidence.

Threes are, above all, goal-oriented. They get a particular objective in their sights and then actively engage in activities that will bring them closer to whatever they seek. They pursue their dreams tirelessly, and cannot understand why others are not similarly motivated. Thus, Threes also enjoy sharing self-development tips, explaining how to make money, lose weight, develop career skills, and so forth. They are hard workers, diligent and effective—and they like helping others to be that way, too.

To achieve their goals, Threes learn to be highly adaptable. They are able to change course when necessary and may even do so several times, including a change of career, if that is what it takes. They may try different approaches to problems until they find a formula that seems the most effective. Similarly, Threes quickly adapt to different social settings, always wanting to be appropriate and to exemplify the values of whatever group they are in. While their adaptability can be an enormous asset, it can also be overdone, leaving Threes unsure of who they are or what their own deepest values are.

In all of their dealings, Threes value efficiency and effectiveness, and they are often prized by businesses for these values. They are extremely goal-driven, and once they are given a task to perform, will do their best to make sure that it is done as quickly and efficiently as possible. The problem is that Threes can be efficient to a fault—becoming accomplishment machines, brushing their real feelings and needs aside to "get the job done." This way of living can leave Threes feeling empty and emotionally isolated, despite the successes they may be having.

Problem arise because Threes learned in childhood that they are only valuable for their accomplishments and self-

presentation. They believe that they will only be loved if they become extraordinary in some field of endeavor. Thus, the pressure to be outstanding in whatever they do is intense and draining. Even if they are not working at a career and are primarily keeping a home, they will strive to have the most outstanding home in their neighborhood and to be "Super-Mom" or "Super-Dad." Threes find it difficult to stop or rest when they are caught up in their drive for success. They believe that to do so is to risk failure—and most Threes would rather die than fail and risk being humiliated. Their drive for success can also create conflicts with their personal or family life. Similarly, intimacy issues are not uncommon.

When Threes push themselves too hard and are unable to deliver everything that they would like to, they may resort to presenting successful images to others rather than letting people know their actual state or emotional condition. They attempt to convince others and themselves that they have no problems and that they are doing great, even though they may feel depressed or even burnt out. They believe that they can "fake it until they make it," but if Threes do not slow down to deal with their emotional problems, sooner or later, a crash is inevitable.

In brief, Threes want to feel valuable and worthwhile, to excel, to be affirmed, to be effective and efficient, to perform well, to be "the best," to have attention, to be admired, and to impress others. **Threes do not want** anything that looks like failure, to sit around "doing nothing," to be overshadowed by others, to look unprepared or awkward, to be average, to ask others for help or support, or to be caught in distortions of the truth.

Their Hidden Side

Beneath the surface, Threes have deep anxieties about their personal value. They feel that unless they maintain a certain position or image in life, they will be devalued, rejected, and tossed aside as worthless. Thus, they feel a constant inner pressure to "have it together," to not need much intimacy or personal support, and, above all, to constantly perform at maximum efficiency. Unless you knew a Three very well, you would never suspect the degree of emotional vulnerability and insecurity that they conceal beneath their smooth, efficient surface. The fact is that despite Threes' apparent social ease, there is great loneliness and a belief that they must not need help or support. As much as possible, Threes try to avoid their feelings of shame and isolation, but a large part of their growth entails allowing these feelings to arise and become integrated into their functioning self.

Relationship Issues

Threes often report that they feel confident in their ability to attract other people. They are usually charming and magnetic, and they know how to behave appropriately. Also, many Threes spend significant time and resources cultivating their personal presentation. They work at being in good physical condition and are often well-groomed. They want their partner to be proud of them and their accomplishments, so they often are drawn to people who they believe will appreciate them. The problem is that Threes fear that many parts of themselves may be less than outstanding or even unacceptable. Fears of potential rejection may prevent them from letting people get close to them. Significant relationship issues include the following:

- Holding the partner to strict standards that the partner does not wholeheartedly share.
- Presenting a favorable image that they later fear they will not be able to live up to.
- Fearing that people only want them for their looks or abilities.
- Not speaking up when they need help or support, then resenting the partner for not supporting them.
- Workaholism as a way of avoiding intimacy.
- Pre-emptively leaving relationships out of fear of rejection, or having serial relationships ("conquests") as a way of bolstering their self-image.
- Haranguing the partner for not reflecting well on them, for behaving in ways that do not support the Three's self-image.

Type Compatibility

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

The Passion: Deceit (Vanity)

Deceit here is primarily a kind of self-deception. Threes convince themselves that only their image and their

performance are valuable. They subconsciously feel that their own natural inner qualities are inadequate or unacceptable, so they strive to become the sort of person that they believe others would look up to. They have an idea of the qualities, talents, and appearance that they need to have in order to be acceptable, and they work tirelessly to embody those qualities.

Thus, Threes convince themselves that they must always be outstanding, superb, and exceptional—the best at whatever they are focusing on. To be any less than this is to fail, to be worthless. This is like the child who gets straight A's but is then tormented by getting an A-minus or a B-plus, or the athlete who wins several gold medals but then feels like a failure for getting a silver or bronze. This kind of self-rejection and self-deception causes Threes a great deal of suffering. Once Threes lose themselves in these self-deceptions, truth becomes whatever works to keep their self-image going, and they are able to deceive others, often without any apparent remorse.

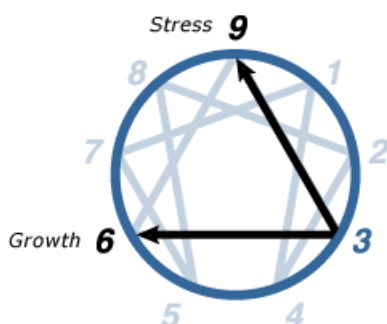
At Their Best

Healthy Threes are excellent communicators, motivators, and promoters, and they know how to present something in a way that's acceptable and attractive. In the workplace, they can be very effective at building morale and company spirit. They value excellence and accomplishment and truly enjoy helping others discover how to shine. Even when they are not "coaching" others, they often inspire people to become like them in some way.

Healthy Threes are able to do this because they believe in themselves and invest time and energy in developing their native talents. They value themselves, their lives, and the people they love, seeing life as an opportunity to offer what talents they have been given to the world. They are also "adaptable" in the best sense of the word. If they see that they are doing something incorrectly or that their methods are not reaping positive results, they are willing to learn another way and to change. Further, healthy Threes are not in a contest with anyone. They deeply enjoy working with others toward shared goals and do not need to outshine their peers.

Thus, healthy Threes may or may not have significant accomplishments, but others are impressed by their realness and their heartfelt sincerity. They model an honesty, simplicity, and authenticity that inspires people. They do not try to impress others or inflate their importance; rather, they see their limitations and appreciate their talents without taking themselves too seriously. At their best, they are also tender, touchingly genuine, and affectionate—they truly become "heroes" and "role models" who inspire others by their outstanding achievements, humility, and warmth.

Personality Dynamics & Variations



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

Under Stress (Three Goes to Average Nine)

When Threes drive themselves too hard, their stress can go beyond what they can normally cope with. When this occurs, they tend to go on "autopilot," attempting to just get through things without being bothered, in the manner of average Nines. Threes going to Nine become more passive and fall into routines. They lose their focus and involve themselves with busywork to at least give the appearance that they are getting things done. If stress continues, however, they may begin to become shut down, listless, and depressed, losing interest in their projects and withdrawing from people. They feel little energy or enthusiasm and simply want people to leave them alone and give them space. They can become stubborn and resistant to offers of help at these times, not wanting to hear that they have a problem.

Security (Three Goes to Average Six)

With most people, Threes make every effort to be diplomatic and well-mannered. They do not want to say things

that would be off-putting to people if they can avoid it. But when Threes feel that their relationships are secure, they can be more open about expressing their anxieties and frustrations. They may keep a "positive frame of mind" all day at work, only to come home and download their dissatisfaction onto their spouse or partner. ("I think my boss is going to go nuts on me when he finds out we still haven't got this report nailed down.") Feelings of self-doubt, dread, suspicion, and anger at others' incompetence can all surface in contrast to the Three's usual "can do" attitude.

Integration (Three Goes to Healthy Six)

As Threes let go of their fears of failure and worthlessness, they start to feel less competitive with others. They relax and find that they feel most valuable while working cooperatively with others toward shared goals and aspirations, like healthy Sixes. They learn to freely offer support and guidance to the people in their lives, but more importantly, they also learn to ask for support when they need it. Threes ordinarily put themselves under such pressure to accomplish their goals with little or no help that it comes as both a surprise and a relief to them that others are happy to help them in their endeavors. In short, Threes learn to trust others and to build lasting bonds with people. They become more selfless and courageous, embodying real qualities of leadership and self-sacrifice. By letting go of their need to outshine others, Threes become truly extraordinary human beings.

The Levels of Development

[*Learn more about the nine Levels of Development.*](#)

Healthy Levels

Level 1 (At Their Best): Self-accepting, inner-directed, and authentic, everything they seem to be. Modest and charitable, self-deprecatory humor and a fullness of heart emerge. Gentle and benevolent.

Level 2: Self-assured, energetic, and competent with high self-esteem: they believe in themselves and their own value. Adaptable, desirable, charming, and gracious.

Level 3: Ambitious to improve themselves, to be "the best they can be"—often become outstanding, a human ideal, embodying widely admired cultural qualities. Highly effective: others are motivated to be like them in some positive way.

Average Levels

Level 4: Highly concerned with their performance, doing their job well, constantly driving self to achieve goals as if self-worth depends on it. Terrified of failure. Compare self with others in search for status and success. Become careerists, social climbers, invested in exclusivity and being the "best."

Level 5: Become image-conscious, highly concerned with how they are perceived. Begin to package themselves according to the expectations of others and what they need to do to be successful. Pragmatic and efficient, but also premeditated, losing touch with their own feelings beneath a smooth facade. Problems with intimacy, credibility, and "phoniness" emerge.

Level 6: Want to impress others with their superiority: constantly promoting themselves, making themselves sound better than they really are. Narcissistic, with grandiose, inflated notions about themselves and their talents. Exhibitionistic and seductive, as if saying "Look at me!" Arrogance and contempt for others is a defense against feeling jealous of others and their success.

Unhealthy Levels

Level 7: Fearing failure and humiliation, they can be exploitative and opportunistic, covetous of the success of others, and willing to do "whatever it takes" to preserve the illusion of their superiority.

Level 8: Devious and deceptive so that their mistakes and wrongdoings will not be exposed. Untrustworthy, maliciously betraying or sabotaging people to triumph over them. Delusionally jealous of others

Level 9: Become vindictive, attempting to ruin others' happiness. Relentless, obsessive about destroying whatever reminds them of their own shortcomings and failures. Psychopathic behavior. Generally corresponds to the Narcissistic Personality Disorder.

Personal Growth Recommendations for Type Threes

Threes grow by recognizing that they do not need to separate their work and functioning from their feelings. Threes believe they will be less effective and competent if they allow their feelings to enter the picture. Thus, they wait until they are done with their tasks before they pay any attention to their emotions. Nonetheless, their emotions are always operating, even if unconsciously. And if Threes neglect them too long, those emotions start to make functioning much more difficult. Thus, growth for Threes entails pausing while working and actively checking in with their feelings. By tuning in to their heart, and becoming more conscious of their inner life, Threes derive much greater happiness and satisfaction from their work and from their relationships.

- For our real development, it is essential to be truthful. Be honest with yourself and others about your genuine feelings and needs. Likewise, resist the temptation to impress others or inflate your importance. You will impress people more deeply by being authentic than by bragging about your successes or exaggerating your accomplishments.
- Develop charity and cooperation in your relationships. You can do this by taking time to pause in busy day to really connect with someone you care about. Nothing spectacular is required—simply a few moments of quiet appreciation. When you do so, you will become a more loving person, a more faithful friend—and a much more desirable individual. You will feel better about yourself.
- Take breaks. You can drive yourself and others to exhaustion with your relentless pursuit of your goals. Ambition and self-development are good qualities, but temper them with rest periods in which you reconnect more deeply with yourself. Sometimes taking three to five deep breaths is enough to recharge your battery and improve your outlook.
- Develop your social awareness. Many Threes have grown tremendously by getting involved in projects that had nothing to do with their own personal advancement. Working cooperatively with others toward goals that transcend personal interest is a powerful way of finding your true value and identity.
- In their desire to be accepted by others, some average Threes adapt so much to the expectations of others that they lose touch with what they are really feeling about the situation. Develop yourself by resisting doing what is acceptable just to be accepted. It is imperative that you invest time in discovering your own core values.

From *Discovering Your Personality Type*, pp. 106-115. See also *Personality Types*, pp. 95-133, *Understanding the Enneagram*, pp. 43-46, 80-86, and 334-336, and *The Wisdom of the Enneagram*, pp. 150-77.

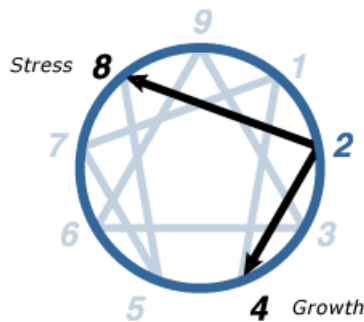
Examples

Augustus Caesar, Emperor Constantine, Bill Clinton, Tony Blair, Prince William, Condoleeza Rice, Arnold Schwarzenegger, Carl Lewis, Muhammed Ali, John Edwards, Mitt Romney, Bill Wilson (AA Founder), Andy Warhol, Truman Capote, Werner Erhard, Oprah Winfrey, Deepak Chopra, Tony Robbins, Bernie Madoff, Bryant Gumbel, Michael Jordan, O.J. Simpson, Tiger Woods, Lance Armstrong, Elvis Presley, Paul McCartney, Madonna, Sting, Whitney Houston, Jon Bon Jovi, Lady Gaga, Taylor Swift, Justin Bieber, Brooke Shields, Cindy Crawford, Tom Cruise, Barbra Streisand, Ben Kingsley, Jamie Foxx, Richard Gere, Ken Watanake, Will Smith, Courteney Cox, Demi Moore, Kevin Spacey, Reese Witherspoon, Anne Hathaway, Chef Daniel Boulud, Dick Clark, Ryan Seacrest, Cat Deeley, Mad Men's "Don Draper," Glee's "Rachel Berry"

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, 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

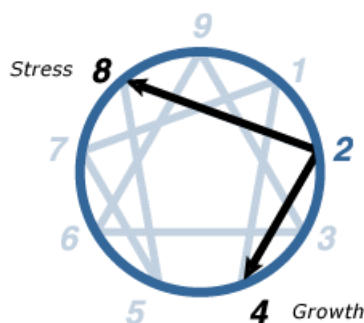
Twos believe that they will be loved only if they are completely available to attend to the needs of others. To the extent that they succumb to this belief, they fear that others will reject them if they have needs or emotional hurts of their own. When Twos find themselves unable to acknowledge the extent 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 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)