

# What can you expect from your Profile?

You can use the Questa Enneagram Self-discovery Profile as a practical and insightful guide. It is an invaluable resource that you can use to become consciously self-aware of how to be more effective, both personally and professionally. It's engaging, relevant, useful and is an excellent way of uncovering the multiple facets of your personality.

The Main Type is identified based on how well you know yourself and on how you have responded to statements in the assessment. While reading the profile, take out some time to introspect and reflect. There could be some aspects that you are able to strongly resonate with and some that you may not associate with.

The Self-Discovery profile is a synthesis of the following aspects from the Enneagram perspective –

- ✓ Who you are as a person
- ✓ How your Personality is formed and structured
- ✓ What does your world look like?
- ✓ What your childhood may have been like
- ✓ How do you come across at the workplace?
- ✓ How you make relationships work for you
- ✓ How do you come across to people in social situations?
- ✓ How you approach and deal with conflict situations
- ✓ What may be some of your key talents and possible areas of challenges?
- ✓ How you may be accessing behaviour traits of the other types
- ✓ How do your instincts influence your Main Type?



This profile will help you to re-point your internal compass in the direction which leads you to self-awareness and transformation.

So feel free to embark on this new path of 'Self-Awareness and Re-Discovery'.



**“Knowing yourself is the beginning of all wisdom”**

**- Aristotle**

# Principles of Enneagram



When working with Enneagram there are some basic principles that one should keep in mind

No Type is better than any other

All Types have their Innate Talents as well as Challenges

**People are more than their Type – Enneagram doesn't stereotype**

Enneagram focuses on the motivation of the person and not on his/her behavior

The 9 types are not static – they are interrelated in specific ways, as indicated by the inner lines of the symbol

Within the Enneagram, there is no ideal profile, and the world has diversities across personalities and each one of them helps make the world a better place.

Enneagram Types are the same across all genders, races, ages, qualifications, professions, industries/sectors, states, nationalities. The above data is based on research done across various geographies and cultures.



# Some Key Concepts



**Worldview** is the story we tell ourselves about how the world works and what we can expect from it. It is how we see and perceive the world and the things around us.



**Limiting Beliefs** are the thoughts that we believe to be true but limit us in some way. They restrict us from exploring other aspects of our personality which we may not have looked at, because we feel we may not be capable enough.



**Motivation** is a process which involves biological, emotional and social forces driving us towards our goal oriented behaviour.



**Focus of Attention** are filters that we develop based on our worldview. They allow us to notice or focus more on certain things and thereby avoiding certain other things.



**Wings** are the Types on either side of our Main Type. They influence our Personality in both desirable and undesirable ways.



**Lines** connect the Enneagram Types with one another. Each type has 2 lines emerging from it. One line focuses on the behaviour of a person when s/he feels secure and moves towards growth and the other line focuses on the behaviour of a person when s/he is under stress. While the person's main type remains the same throughout their life, they can access their lines for making shifts in their perspectives.



**Talents** are special gifts we possess which are innate and can be developed by us into strengths by using the necessary skills and knowledge.



**Challenges/Areas of Improvement** are some traits, qualities or abilities that we need to work on, develop or enhance.

# What Is Enneagram?



Enneagram is a framework that can be practically applied  
to transform the way we move

*from* **Personality**

Which is our

- » worldview
- » limiting beliefs
- » what we value
- » what we avoid
- » thinking, feeling and behaviour patterns



*to* **Presence**

Which helps us

- ✓ break free from these patterns
- ✓ transform our talents into strengths
- ✓ have a more emotionally intelligent approach to life
- ✓ allow moments of 'flow' and 'peak performance' to emerge naturally

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# MODULE 1 – YOUR MAIN TYPE

**There are nine points on the Enneagram circle that make up the Nine Types – one of these is your Main Type.**

The Main Type drives the way we think, feel and act. It determines how we perceive the world around us, what motivates us, how we cope with our fears; how we work with our talents, values and where we focus our attention. It includes the overall personality traits and characteristics that we tend to display.

Our personality type develops in our childhood and is a combination of nature versus nurture. Our personality remains constant throughout our lives, though as we grow and evolve in life, we may consciously or unconsciously use adaptive and growth strategies. The intention of the profile is to make these strategies more conscious for you.



# Your Main Type

## Ennea 3

*"Winning isn't everything, it is the only thing"*



Ambitious Achiever

Adaptable | Excelling | Driven | Image-conscious | Self-assured | Energetic | Competent | Diplomatic



# Your Personality Description as an Ennea Three



You are someone who is extremely ambitious and has a mission in life to **excel at everything you do**. You are competitive and **focused on setting up goals and achieving them**. Your life is about striving to be the best and to be **seen as successful** - collecting symbols of success all around you to outshine the rest.

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You can be **adaptable and self-assured**. You like to project an image of success and competence. You put a lot of attention and energy into presenting an image that people will admire.

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You bring in **efficiency and pragmatism** to whatever you do, using techniques and formulas to get your job done as efficiently as possible.

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You can embody the best in any culture. Since you possess all the socially valued qualities, you can come across as a **living role model to others**.

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You have a natural goal-orientation. You take on tasks and projects and focus on completing them in an efficient manner so as to look good in the eyes of others. You **believe in yourself and in developing your talents** and capacities. You spend a great deal of time developing yourself and using your gifts to contribute to the success of others too.

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**Appearances matter a lot to you** and others may even see you as a social climber - right from what you wear, where you live, what car you own, to who you are friends with. Who do you form connections with, what organization you work for and how you provide material security to your family plays a big role in your life.

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What keeps you going is **your impression** on others, **receiving admiration** from them and getting their attention.

You have an intuitive sense of what other people expect. **Reading a room and understanding power relationships** is an innate ability that you possess. You are adaptable and can negotiate and compromise to get things accomplished.

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Winning is very important to you - **second-best is not a terminology which is part of your vocabulary**. If you can't win, then most probably you will not do it. You believe that the world needs a winner.

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You can **put your feelings aside** in order to focus on the job at hand. In fact, right from an early age, you may not have put a lot of emphasis on feelings. Somewhere it might be possible that you have put your desires on a back burner and focused only on wanting recognition and success.

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Excess of everything is bad and the very same **competitiveness** which keeps you on top of the game **can also make you impatient** and a workaholic.

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At times, you might come across as **inauthentic to others**, as you base your actions on what other people value rather than on what you value. You are quick to adapt as per situations and people.

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You tend to have a **phobia of failing** and you might be constantly comparing your achievements with that of others to see if you are the best.

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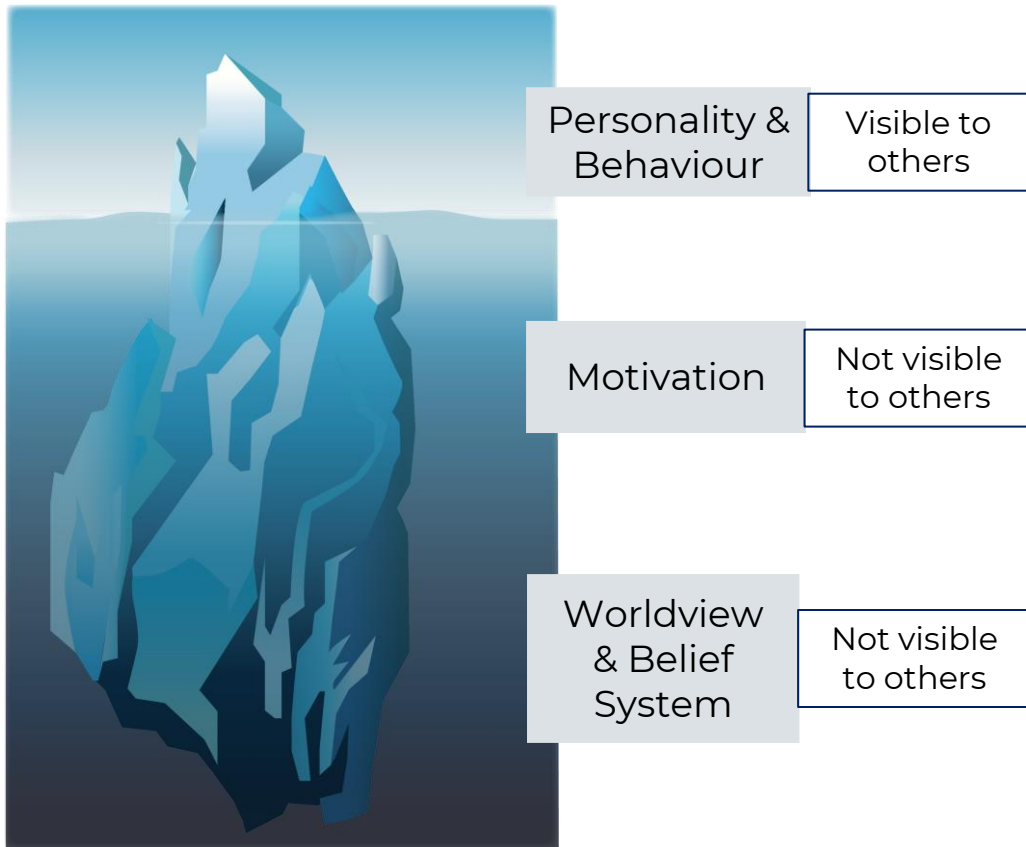
The **pressure** to be outstanding in every area of your life **can be intense and draining** and this may result in a conflict within yourself especially when it comes to your family or your career. At these times you may resort to **projecting an image rather** than actually being that way.

Winning is fun... Sure.  
But winning is not the point  
Wanting to win is the point  
Not giving up is the point  
Never Letting up is the point  
Never being satisfied with  
what you have done is the point.

~ Pat Summitt ~



# How is Personality formed?



Years of research on human behaviour suggests that we are born with certain predispositions (nature) but our early childhood experiences and environment (nurture) leads us to adopt certain behaviours that we think are acceptable – to ensure our safety and security.

When these behaviours get repeated they become a pattern and as per neuroscience, neural pathways are created in our brain. Along with our belief system, our worldview and our motivation these patterns form our personality.

The behaviour that other people see is just the tip of the iceberg, and the rest of the personality is below the waterline. Even we may not be aware of some aspects of our personality. Any sustainable change which we intend to work with starts from below the waterline.

# Your Personality Structure as an Ennea Three



## Your Worldview or Limiting Belief

**"The world values a champion hence I must avoid failure."**

As a young child, you felt inadequate and incompetent and hence you decided you had to be the **best in order to be valued and loved in this world.**



## Your Adaptive Strategy

You learned to **get love and approval by being successful**, working hard to be the best and maintaining an image that is admired.



## Your Limiting Fear

The fear you experience and operate from is the **fear of being worthless or being without inherent value.**



## Your Motivation

To deal with this fear you tend to **avoid failure and strive to be seen as successful.**



## Your Focus of Attention,

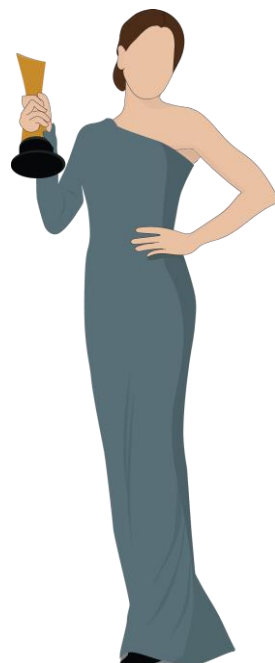
Because of this, your strategy is to work on **how to be the best.** You focus on **tasks, goals and future achievements.**



# The External World of an Ennea Three

## How Others See You

- They see you as someone who is **goal-oriented** and is extremely efficient; someone with the **ability to get things done**, a self-assured person with the charisma to win people over.
- They may also see you as an **extremely competitive** person, **sensitive about status and image**, and impatient when confronted with inefficiency.
- You may be **cheerful and busy** but focused on results and success.
- Sometimes you may be seen as **opportunistic and your annoyance may be visible to them**, especially when they need more time to make a decision.
- You may at times come across as **extremely self-confident, sometimes bordering on arrogance**.



## What makes it hard to be an Ennea Three

- Having the feeling that you may **not be good enough** when you compare yourself to others and feel a wanting.
- Adaptability, while it has its uses, can also become an issue as you **may feel exhausted at times** trying to impress the people around you.
- The **fear of not being seen as successful**. It really bothers you when others don't acknowledge the excellence which you bring to the table.
- The **feeling of frustration** when you feel you are surrounded by inefficient and incompetent people.
- **Keeping your feelings aside** all the while to get the job done has its disadvantages, as you never go back and connect or experience those feelings again.
- When **people block the path to your goal** and waste your time.
- When you want to focus on quickly finishing the task at hand but are **forced to manage other people's feelings** instead.



# Ennea Three as a Child

**“If I am working on a big goal, try not to get in my way, try to help me but try not to become my boss”**

- View of An Ennea Three Child

A message which an Ennea Three child may have subconsciously picked up during childhood could be along the lines of **‘It’s not ok to have your own feelings and identity’** so you may have put your energies into excelling in activities that made you look better in front of your parents and teachers so you could get praise and positive attention.

As a child, you might have been well-liked by other children and adults. You would have been the most capable and responsible child in your class or school, very active in school clubs, projects, extra-curricular activities and quite busy working on multiple projects at the same time.

At an early age, you may have learned that you need to put in a lot of hard work to receive appreciation from your parents, teachers, peers and friends’ group.

You realized that you are valued for doing certain things very well and learned to get validation of your worth through achievement and performance.

You might have had a deep emotional bond with one of your parents who played the role of a nurturer. Subconsciously, you learned to adapt yourself to do things that were pleasing to this person.

At a young age, you may have learned to conform to your family’s or culture’s preferred image.



## An Ennea Three at Workplace

- You are one of the types who is most comfortable at the workplace because one of your primary motivations is to **create recognition and achievement**.
- Even if you are someone who is a stay at home person, you would choose to **bring efficiency** in the way you keep your house or in the way you make gourmet dishes, entertain guests and gain compliments.
- You are **smart, ambitious and charismatic** in your workplace and you may be willing to do whatever it takes for you to get ahead even if it means cutting corners. Even though the work may get done efficiently, the quality of your work may suffer at times.
- Your **approach to problem-solving** is 'let's just concentrate on getting this done' and your **belief at work is** "things work best when I'm allowed to shine".
- You can make a **phenomenal salesperson**. You love selling an idea and because you are so **adaptive and attuned** to what others want, you know exactly what to say to inspire and motivate them to buy your idea.



- You **bring in a lot of energy and focus** to group tasks and assignments. You are **self-confident and self-assured**; and have a **clear idea on how to reach your goal** and achieve success.
- Your communication style can be **crisp, efficient, and precise**. You don't waste time with unnecessary words and emotions to placate team members.
- While you know its important to research before deciding the future course of action, you can get **frustrated and impatient** when you get caught up in analysis-paralysis.
- Failing is not an option for you. You like to be in the driver's seat and ensure that you and your team succeed. You are **good at motivating others** though you can also get angry with people when they don't deliver on commitment.



# Working on Relationships with Enneagram

Our quality of life is greatly determined by our relationships but more often than not we struggle to understand the source of conflicts in our relationships.

The Enneagram helps us realise that not everyone thinks, acts and feels the same way as we do. This makes us open to diverse viewpoints and a greater understanding of the person we may want to deepen our relationship with.

Your understanding of who you are affects your relationships – the ones that you already have and the ones that you seek. The Enneagram enables us to look deeply within ourselves and allows us to have meaningful relationship with our family, friends, co-workers and clients.



## You as an Ennea Three in Relationships

- You are drawn to partners who **value authenticity**. You appreciate if they are motivated, goal-oriented and committed to the kind of life-style which you look forward to. You can tend to be a workaholic neglecting your relationships, at the expense of seeking success.
- As someone who puts their **feelings aside, you may sometimes be on an auto-pilot mode**, unconsciously viewing your partner, family, or friends as an action item on your to-do list.
- You are committed to working on yourself and your relationships often motivating your partner to do the same.
- You have a **talent for multi-tasking**, which could be extremely stressful for others around you – friends and co-workers. Your close ones might feel less important, than your ambitions.
- You prefer to have **friendships that are free and undemanding**, tending to avoid high-maintenance friendships as it may take away your energy from attaining your goals.
- Your need for **seeking validation and approval extends to your partner and family** too, hence, you may tend to do nice things for them to get that approval.

## Conflict Resolution Style of an Ennea Three



All of us encounter conflicts and challenges at work and in life. We tend to react to these unconsciously depending on our Enneagram type.

- You handle conflicts by being **'Competent'** and efficient. Emphasis is on being seen as capable.
- You have the capacity to resolve conflicts unemotionally, but since it takes away time and energy from your goals you may see it as a waste of your time.
- The downside to this is that you divert your attention from your own emotions and that of others. Hence your approach to problem-solving may be more mechanical and task-oriented than human in nature.

## Social Style of an Ennea Three

Each Enneagram type has a unique way of interacting with people in everyday life to get what they want; it also determines what energizes them in social relationships.



- Your social style is **'Assertive'**. You may come across as self-assured, energetic and independent.
- You tend to go after goals, seeking success and admiration from those around you. Your adaptive style comes in handy at these times, as you can tune into what others may be looking for and ensure that your style suits your audience.
- You are very aware of who holds the power, who can positively or negatively impact your goals and how they can help you get the resources you need to get your job done.

## Some Talents and Challenges of an Ennea Three

Mostly, we have spent our lives working on our weaknesses and zeroing on our mistakes and ignoring our strengths. We work with the myth that fixing our weaknesses will make everything ok. We think if we excel at something it becomes our strength and it will naturally develop.

Various studies have shown that when we focus on developing our innate talents, we grow faster than when trying to work on our challenges.

We have listed below some Talents and Challenges as per your Ennea Type, please note that you may not be using all talents or may not have realized yet that these are your talents or gifts. You might relate to some of the challenges and some may come as a surprise to you.

### Talents

- » High energy
- » Adaptable
- » Success and Goal-Oriented
- » Achieves results
- » Sets up 'efficient' processes
- » Reads an audience well
- » Focused
- » Multi-Tasking & Competent
- » Pragmatic

### Challenges

- » Overly Competitive
- » Impatient with others' feelings
- » Limited time for personal relationships
- » Image-conscious
- » Overextend themselves and others causing burnout
- » Believe image is the true self
- » Superficial and utilitarian in approach.

## MODULE 2 – ENNEAGRAM INSTINCTS

Our evolution as human beings has taken us through three basic survival strategies also known as Instincts. The main Enneagram type is flavored with or is influenced by one or two of the basic instincts. This explains why people of the same type may come across differently. Knowing our instinctual patterns can help us live a healthy and a more balanced life and enjoy better relationships.

There are three instincts in us – the Self Preservation Instinct (SP), the Social Instinct (SO) and the One-on-one Instinct (I-O-I). You may have one dominant instinct followed closely by another instinct and one of the instincts maybe less developed.

Read through the next two pages to understand which flavors your personality more.

# What are Instincts?



Self-Preservation  
Instinct

The Self Preservation Instinct (SP) refers to the 'instinct to survive' – to have physical safety and having the material needs of comfort met.

The SP Three, have a tendency to be a workaholic and have a focus on efficiency. Their identity comes from their work.

A nice home, financial security and accomplishing their goals are very important for them. They want to appear successful but do not engage in self-promotion like the other Type Three instincts.

Outwardly they may come across as calm and composed, but they can be anxious to keep their material security intact.

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Social Instincts

The Social Instinct (SO) is the instinct to belong and to be accepted by the society or social community at large. Social Instinct is a countertype of the three instincts.

The SO Three's drive for success is directed towards winning social approval, having the right connections, and working on making themselves appear successful.

They have an inherent ability to make the right impression and a talent for creating the right image to market themselves. They are very concerned about winning and competition.

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One-on-One

The One-on-One Instinct (I-O-I) refers to the instinct for deep meaningful connection (with a person or specific individuals) or an intense experience.

The I-O-I Three have a powerful desire to be valued and wanted. They can dazzle others with their attention and with their exceptional qualities.

Personal power or charisma is dependent on being called attractive. They may not appear as extroverted as the other two instincts but are just as ambitious and competitive as them.

They are more positive and enthusiastic and can bring the same energy to developing themselves and others who they care about.

# Your Instinct

## Self-Preservation Instinct



As a SP Three, you bring a quiet efficiency in whatever you do and can streamline your energy into creating security and stability for yourself. Security for you comes from material well-being. You work very hard and strive to attain a position where Money, Home and Assets are taken care of. Your sense of autonomy comes from taking care of yourself and your close ones. You are capable, calm and secure and single-mindedly focused on achieving your goals.

You may be too focused on your career, and other aspects of your life like your health and your relationships may tend to take a backseat.

SP Three is the countertype - the primary objective of your personality is not to showcase yourself as the epitome of success. You care about being financially secure, and productive. You are someone who likes to achieve success and recognition but instead of going out and talking about those achievements, you want others to notice it and compliment you.

You are a very practical person and that helps you in simplifying processes and creating useful structures not only for yourself but for others who are directly impacted by your decisions. Since you expend so much of energy on work and creating efficiencies, you hardly are left with any time to develop a deep connection with others. In fact, at times your connections may look superficial.

You may come across as outwardly calm, organized and highly productive, but you can tend to have anxiety and stress because of the toll it takes on you to be constantly on the move.



## MODULE 3 – WINGS & LINES

The Enneagram helps us to pinpoint and understand how to undertake the journey of self-discovery and transformation. Each type has two Wings and two Lines which shows us ways to develop. Wings and Lines give us a map that tells us the pattern of our growth as well as those, that gets us into trouble.

**Wings** – Wings are the Types on either side of our Main Type and flavours it without changing it. Wings help us by enabling us to get more perspectives. We might be able to access both our wings or in some cases only one dominant wing might be flavouring our personality.

**Lines** – The Enneagram is a dynamic system and as a result, we are not limited to just one Type. While our basic Personality is our Home Base, we move to at least 2 points on the circle. Those points are mentioned on the next page. While the person's main type remains the same throughout their life, they can access their lines for making shifts in their perspectives. Lines act as the basic building blocks of Enneagram and hence are important for taking the transformational journey towards growth.



# Your Wings



## Wing of 2

- When you use the wing of Two, you can be more emotional and spontaneous while engaging with others. You are more outgoing and vivacious.
- Since you have this innate desire to impress others, you can turn on your charm full-on, and that makes you quite charismatic.
- You can be generous, helpful, loving and affectionate towards others while also maintaining the inherent goal and success-orientation and competitiveness,
- You can sometimes display a smooth, artificial personality that can undermine your effort to be popular. External validation and recognition becomes important to you.

## Wing of 4

- When you use the wing of Four, you can switch off from the permanent clamor for success and recognition and develop a habit to be with yourself to explore options and take a breather.
- In addition to being task-oriented and goal-focused, you can also be intellectual and want more time with yourself. So on one hand, you would have this powerful ambition, & on the other there may be self-doubt creating a huge internal pressure.
- For you, self-esteem comes from your career and work success. You can also be more serious and task-oriented.
- The Wing of Four enables you to bring perfectionism in your work. You can be quite private and self-conscious but at the same time can display arrogance.

# Your Lines



## Line to 6

- You can be more loyal, responsible, and honour your commitments. You will put the interest of the group ahead of your own interests.
- Faith and trust become an intrinsic part of your personality and your focus may shift from the need to keep up your self-image and start working on something larger than yourself- a greater purpose.
- As a way of seeking validation from others, you may at times resort to creating affiliations with communities and groups.
- At times it may bring up unfamiliar experiences of fear and doubt. You may also start to feel insecure and start to doubt your own abilities.

## Line to 9

- You learn to cooperate and work with others without needing to be the centre of attention.
- You become more self-accepting and contemplative. You bring a balance to not only yourself and to others around you but also the work which you do.
- Experiencing career setbacks can make you disillusioned with life and you can get burned out. At such times, you may retreat from the stage, and shut down from the pursuit of success.
- Instead of being your natural efficient self, you may just let go- 'How does it matter' or 'what difference does it make' may be your talking style at such times.

# Your Growth Journey

Now that you have gone through the Self-Discovery Profile, were you able to resonate with it? Did you take out some time to introspect and reflect? Could you connect it with yourself or did you feel there were gaps?

**Self-Awareness** and **introspection** is an ongoing process.

Most of what you have read, you **may have known about yourself**, but some aspects may have come up as a surprise. You may have had **some insights** and 'aha' moments about yourself. What you choose to do with the areas that came as a surprise to you will define your self-discovery and transformation journey.

If you want to know how Enneagram can help you grow and make your life better, you are not very far from learning exactly that. You took this assessment with an objective in mind. This profile has been a **first step towards achieving that objective**. Now after having created an awareness about yourself through Enneagram the next step would be to know what developmental or **growth paths** and **strategies** are available to you for becoming a better version of yourself and how you can **maximize your potential**.

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“Knowing others is wisdom,  
Knowing yourself is enlightenment”  
- Lao Zhu

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We have various curated programs which can be customized just for you. Our programs include group learning through workshops and personalised one-on-one coaching. For those of you who want to become Enneagram Practitioners, we also have Accreditation Programs.

You can get in touch with us at - [support@questaenneagram.com](mailto:support@questaenneagram.com) or visit us at [www.questaenneagram.com](http://www.questaenneagram.com)

# Glimpse of the 9 Enneagram Types



Enneagram Type One – Ethical Perfectionists are highly principled, quality conscious, have high standards, and are detail oriented. They are skilled process-setters, structured, organized and rule abiding. They take great satisfaction in being responsible and accountable, and are realistic, thorough, neat, wise and discerning.



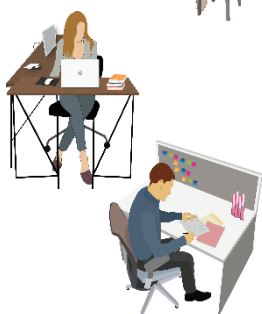
Enneagram Type Two – Empathic Nurturers are generous, altruistic, and empathetic in their behaviour. They are skilled at knowing the needs of others and love attending to them. They enjoy feeling needed and helpful. They are hardworking and motivated people with a drive to connect with the world as generously as possible.



Enneagram Type Three - Ambitious Achievers are self-assured, focused on excelling, adaptable, preferring to focus on their goal and results. They are skilfully attuned to what is seen as successful by others and adapt themselves accordingly. They want to achieve great success and receive recognition and affirmation from others.



Enneagram Type Four – Intense Individualists are creative, sensitive, and expressive in their behaviour. They like to be unique and original; are skilled at being highly inspired and creative in their field. They seek their own identity and authentically express themselves. They may come across as distant and reserved but they do desire relationships.



Enneagram Type Five – Perceptive Specialists are curious, independent, and observant in their behaviour. They love to pursue knowledge and seek a deeper understanding of the world around them. They are skilled at deriving groundbreaking insights in their area of expertise. They often prefer privacy and time alone to think, and hence withdraw from others.

# Glimpse of the 9 Enneagram Types



Enneagram Type Six – Dutiful Loyalists are warm, committed, engaging, hard-working and responsible. They are skilled trouble shooters and problem-solvers who consider the pros and cons for everything. They tend to be concerned with external threats and look for ways to keep themselves and their close ones safe. They are very loyal and want to build close relationships with others.



Enneagram Type Seven – Versatile Visionaries are enthusiastic, fun-loving, adventurous, and spontaneous. They are skilled at generating new, innovative ideas and love seeking out new experiences and better opportunities to keep their excitement going. They like to keep a busy calendar, are people oriented and enjoy pursuing new relationships.



Enneagram Type Eight – Charismatic Controllers are, confident, powerful, resourceful, and assertive in their approach. They are direct and straightforward and love engaging in debates. They are quick to get into action and skilled at making difficult decisions. They are fiercely independent and do not like to rely on others.



Enneagram Type Nine – Receptive Peacemakers are diplomatic, agreeable, accepting, optimistic, and adaptive in their behaviour. They like to maintain peace and harmony around them by diplomatically avoiding conflicts and are skilled at mediating conflicts between others. They tend to enjoy time alone or with smaller groups of people.

# Acknowledgement



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