

The Enneagram Institute®

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



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Enneagram Type	Score
Type 9, The Peacemaker	26
Type 6, The Loyalist	19
Type 3, The Achiever	19
Type 1, The Reformer	17
Type 5, The Investigator	17
Type 4, The Individualist	15
Type 2, The Helper	12
Type 8, The Challenger	12
Type 7, The Enthusiast	7

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 for:

- Type 9

Your second highest score was a tie between:

- Type 6
- Type 3

Your primary Enneagram personality type is most likely the highest of these scores, and
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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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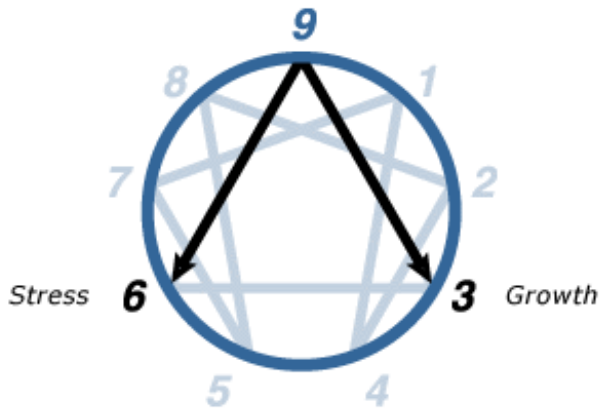
Normal office hours Mon-Fri 9:00am - 4:00pm ET

Limited email support at other times.

Personality Type NINE: The Peacemaker

The Easygoing, Self-Effacing Type:

Receptive, Reassuring, Agreeable, and Complacent



Generally, Nines are patient, steady, easygoing, receptive, relaxed, unselfconscious, agreeable, uncomplicated, contented, comforting, sensual, and idealizing.

Nines get into conflicts by being emotionally unavailable, complacent, inattentive, unaware of their own anger, ineffectual, passive-aggressive, unrealistic, resigned, and stubborn.

At their best, Nines are self-aware, dynamic, inclusive, steadfast, healing, proactive, contemplative, natural, imaginative, serene, and exuberant, engaged and passionate.

Recognizing Nines

Type Nine exemplifies the desire for wholeness, peace, and harmony in our world. Nines are easygoing, emotionally stable people. They are open and unself-consciously serene, trusting and patient with themselves and others. Their openness allows them to be at ease with life and with the natural world. As a result, others generally find it easy to be in their company. They are genuinely good-natured and refreshingly unpretentious. Because of their peaceful demeanor, Nines have a talent for comforting and reassuring others and are able to exert a calming, healing influence in difficult or tense situations.

They make steady, supportive friends who can listen uncritically to others' problems as well as share their good times. In work settings, they can be excellent mediators, able to harmonize groups and bring people together by really healing conflicts.

Nines can also be quite imaginative and creative, and they enjoy expressing themselves in symbolic ways—through music, dance, images, or mythic stories, for instance. They tend to look at things holistically, focusing on the ways in which seemingly unrelated ideas or events are connected and part of a greater whole. Indeed, Nines are drawn to anything that affirms the fundamental oneness of the world. Whether they are working with concepts, diverse groups of people, art forms, or feuding family members, Nines want to bring everything and everyone back to a harmonious unity.

In short, Nines are the eternal optimists, always wanting to believe the best about other people, with hope for the best for themselves. They hope that every story will end with, "...and they all lived happily ever after." Healthy Nines will work hard to make things turn out that way. But average Nines will leave it to "luck and a prayer"—and they may be sorely disappointed.

Average Nines focus on keeping their lives pleasant and uncomplicated. They idealize others and live through a handful of primary identifications—usually with their family and close friends. Out of fear of creating conflicts with these people, average Nines hold back their own reactions and opinions and suppress themselves in many other ways. Oddly, Nines can be quite assertive on behalf of others and will work hard for others' benefit, but they can have great difficulty taking actions on their own behalf, or even voicing their own real feelings.

To "maintain the peace," Nines tend not to *show* their upsets very much, except indirectly—perhaps by eating, drinking, or watching television too much to escape into a more pleasant and comforting world. They also absorb a lot of tension and neglect—even outright abuse—before showing any kind of emotional response. But when their anger has been held back for too long, Nines can suddenly blow up, seemingly out of the blue. Once they have gotten something out of their system, Nines hope that the storm has blown over and that things will go back to the way they were before.

Fearing that change (and potential conflict) will threaten their comfort and peace of mind, average Nines become more complacent and disengaged. They entrench themselves in comforting habits and routines, puttering around and finding various kinds of busy work to lose themselves in. But the longer they do this, the more difficulty they have rousing themselves to take decisive action or to assert themselves in any meaningful way. They become passive, walking away from problems and brushing them under the rug. Their thinking becomes hazy and ruminative, mostly daydreaming about happy memories or passing time telling comforting stories. They begin to "tune out" reality to protect themselves from anxiety, often seeming "oblivious" and unresponsive as a result.

Average Nines use passive-aggressive acts and stubbornness to resist attempts to engage them. But their peace of mind is little more than an avoidance of problems—a clinging to fantasies and unrealistic hopes.

Low functioning Nines can become fatalistic and resigned, trudging through life as if nothing can be done to improve their situation. Engaged in wishful thinking, looking for easy, magical solutions, Nines keep "waiting for their ship to come in," but without some constructive effort on their part, they may wait a long time, indeed.

In brief, Nines want to find unity and wholeness, to create harmony in their environment, to feel spacious and at ease, to emphasize the positive, to avoid conflicts and tension, to resist change and preserve things as they are, and to ignore whatever would upset or disturb them. **Nines do not want** to have conflicts with loved ones, to feel cut off or separated from others, to be angry, to be upset or disturbed, to have their habits or routines interrupted, to arouse themselves or to be emotionally uncomfortable, or to be forced to face unpleasant realities.

Their Hidden Side

On the surface, Nines appear to be the most easy-going, pleasant people imaginable. They go along with others' wishes, apparently without any desire other than to make sure everyone is at ease and happy. But their hidden side is that they often suppress a huge well of anger that they conceal even from themselves. Nines want to get along with others, but they also want to hold on to their independence and autonomy—they do not want to be "messed with." To the extent that they feel they cannot do the latter without endangering their connections with the important people in their lives, they become resentful and enraged—although they also feel that they can never let this anger out without destroying their relationships. Thus, for Nines to develop themselves and their potentials they must come to grips with their suppressed rage and find constructive outlets for this energy.

Relationship Issues

People are often drawn to Nines as potential life partners for many reasons. They are comforting and supportive, warm and sensual. They adapt well to domestic life and enjoy being with their partner. And they *seem* to be utterly without any significant needs of their own. They are uncomplicated and undemanding to the extent that others get the false notion that the Nine will meet their needs without needing anything much from them. Therein lies the source of problems with Nines in relationship. Of course, Nines do have many personal needs, but to the extent that they are not being met, Nines shut down and withdraw from the other rather than risk getting into a conflict. Key issues include these:

- Going along with others or agreeing to things the Nine has no intention of complying with.
- Becoming emotionally unavailable to others: disengaging their attention or

withdrawing rather than dealing with issues.

- Wanting to feel close with someone in their imagination while asserting independence in their behavior.
- The "No Talk Rule"—refusing to discuss the real problems.
- Suppression, control, and outbursts of temper—all of which are generally unrecognized and unacknowledged by the Nine.
- Emotional "collapsing" as a way of stopping discussion about troubling topics.

Type Compatibility

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

The Passion: Sloth

Nines pay a price for their easygoing demeanor because much of it depends on their staying out of contact with their instinctual energies. Nines do this for two reasons. First, much of their instinctual aliveness is used to suppress their anger and frustration with people and with themselves. To experience their anger directly is extremely threatening to Nines: they feel that their rage could destroy their peaceful world very quickly. In order to stay in their unrealistic, idealized world, they must constantly suppress their anger and instincts over and over again. But when Nines attempt to dam those energies, the result is inner numbness and general fatigue because so much of their inner resources is devoted to keeping their anger and instincts at bay.

Thus, Nines end up becoming passive and disengaged. Rousing themselves to take an active role in their lives seems difficult—it will all be "too much trouble" becomes a constant refrain. So they retreat into safe and comforting routines—and the passion of sloth. Understood this way, sloth is not necessarily physical laziness; rather, it is an inner disengagement, a reluctance to show up in one's life with all of one's passion, immediacy, and presence available. The longer Nines remain in the state of sloth, the more they become convinced that they can never do what it takes to engage fully in their lives.

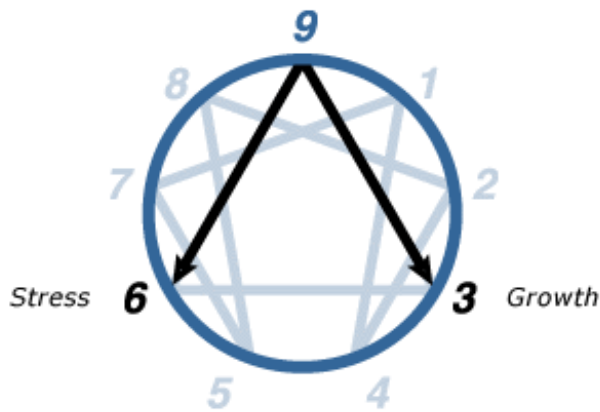
At Their Best

As Nines learn to assert themselves more freely, they experience greater peace, equanimity and contentment. Their self-possession enables them to have a profound effect on the world because they are truly present to themselves. They are intensely alive, awake, exuberant, and alert. They have learned not to give up their power to others or withhold themselves from a fear of self-assertion. They become dynamic and joyful, actively working for peace and healing their world as a result. They have enormous dignity and a genuine serenity that comes from deeply accepting the human condition.

Thus, high-functioning Nines are extraordinarily vital, self-possessed, and independent. They understand that by being grounded in the present moment, they can have both independence and connection with others: it is not an either/or situation. Further, their natural creativity and leadership can come to the fore because they are in touch with their

own strength and capacities. People also instinctively trust healthy Nines because they will use their active influence to do what is necessary to create and sustain a truly harmonious environment, one in which everyone can thrive.

Personality Dynamics & Variations



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

Under Stress (Nine Goes to Average Six)

Nines attempt to avoid anxiety and conflict by detaching emotionally from active participation and by not talking about their real concerns and issues. But they can only use this defense up to a point, beyond which they can no longer contain their anxiety, frustration, and fear. At such times, they will begin to exhibit many of the characteristics and behaviors of average-to-unhealthy Sixes. The usually stable, easygoing Nine becomes worried, testy, and defensive. They begin to see others as the source of their unease, complaining to anyone who will listen, and blaming everyone else for their distress. They may also have issues with authority, feeling put upon or controlled by those they see as having power over them. Under prolonged stress, Nines completely lose their placid demeanor and become more and more reactive and nervous. They may seek help and reassurance from others but may just as quickly disparage them for "dominating" or "overwhelming" them.

Security (Nine Goes to Average Three)

Nines usually feel unimportant and may feel that their own needs and viewpoints are not worth mentioning. With trusted others, however, they may attempt to demonstrate their value, desirability, or even superiority, in the manner of average Threes. In secure situations, Nines will deal with stress also by working more and by being productive—even if their productivity is really "busy work" designed to keep awareness of more crucial problems out of awareness. This busyness is the Nine's way of trying to build a sense of confidence and value. Nines may also try to impress intimates with their accomplishments, status, or attractiveness—although, ironically, they are usually completely unaware of how they are coming across to others.

Integration (Nines Goes to Healthy Three)

As Nines work through their belief that they are invisible and unimportant, they begin to recognize their true value. They see that others really do want them to show up and share themselves fully. Healthy Nines begin to understand that their very existence makes them valuable—God did not make a mistake in creating them. Their experience is much like the adventures of the Jimmy Stewart character in *It's a Wonderful Life*. They see that the world would be poorer without them and that they have much to contribute to their fellow human beings. They understand that the peace of mind they seek comes from fully sharing their talents, intelligence, and heart with the world. Thus, integrating Nines begin to invest time and energy in themselves, to develop their talents, and to feel a healthy degree of self-esteem. In short, they learn to take pleasure in their own value and goodness.

The Levels of Development

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

Healthy Levels

Level 1 (At Their Best): Become self-possessed, feeling autonomous and fulfilled: have great equanimity and contentment because they are present to themselves. Paradoxically, at one with self, and thus able to form more profound relationships. Intensely alive, fully connected to self and others.

Level 2: Deeply receptive, accepting, unselfconscious, emotionally stable and serene. Trusting of self and others, at ease with self and life, innocent and simple. Patient, unpretentious, good-natured, genuinely nice people.

Level 3: Optimistic, reassuring, supportive: have a healing and calming influence—harmonizing groups, bringing people together: a good mediator, synthesizer, and communicator.

Average Levels

Level 4: Fear conflicts, so become self-effacing and accommodating, idealizing others and "going along" with their wishes, saying "yes" to things they do not really want to do. Fall into conventional roles and expectations. Use philosophies and stock sayings to deflect others.

Level 5: Active, but disengaged, unreflective, and inattentive. Do not want to be affected, so become unresponsive and complacent, walking away from problems, and "sweeping them under the rug." Thinking becomes hazy and ruminative, mostly comforting fantasies, as they begin to "tune out" reality, becoming oblivious. Emotionally indolent, unwillingness to exert self or to focus on problems: indifference.

Level 6: Begin to minimize problems, to appease others and to have "peace at any

price." Stubborn, fatalistic, and resigned, as if nothing could be done to change anything. Into wishful thinking, and magical solutions. Others frustrated and angry by their procrastination and unresponsiveness.

Unhealthy Levels

Level 7: Can be highly repressed, undeveloped, and ineffectual. Feel incapable of facing problems: become obstinate, dissociating self from all conflicts. Neglectful and dangerous to others.

Level 8: Wanting to block out of awareness anything that could affect them, they dissociate so much that they eventually cannot function: numb, depersonalized.

Level 9: They finally become severely disoriented and catatonic, abandoning themselves, turning into shattered shells. Multiple personalities possible. Generally corresponds to the Schizoid and Dependent personality disorders.

Personal Growth Recommendations for Type Nines

Nines grow by recognizing that the more they seek peace of mind by turning away from conflicts and problems, the greater is the likelihood that they will bring about disturbances in their lives and relationships. Their avoidance of conflicts causes others to *have* conflicts with them. Growing Nines must also remember that they will never have union with anyone else unless and until they have union with themselves. If they are accommodating to a fault, they will eventually lose the other person because they have never possessed themselves. When they learn that self-assertion is not an aggressive act but a positive thing, Nines are in a position to truly bring peace and harmony to everyone in their environment.

- It is worth examining your type's tendency to go along with others, doing what they want to keep the peace and be nice. Will constantly acquiescing to the wishes of others provide the kind of relationships that will really satisfy you? Remember, it is impossible to love others if you are not truly present to them. This means that you have to be yourself, that you (paradoxically) have to be independent so that you can really be there for others when they need you.
- Exert yourself. Force yourself to pay attention to what is going on. Do not drift off or tune out people, or daydream. Work on focusing your attention to become an active participant in the world around you. Try to become more mentally and emotionally engaged.
- Recognize that you also have aggressions, anxieties, and other feelings that you must deal with. Negative feelings and impulses are a part of you and they affect you emotionally and physically whether or not you acknowledge them. Furthermore, your negative emotions are often expressed inadvertently and get in the way of the

peace and harmony you want in your relationships. It is best to get things out in the open first, at least by allowing yourself to become aware of your feelings.

- Although this will be very painful for you, if your marriage has ended in divorce or if you are having problems with your children, you must honestly examine how you have contributed to these problems. Examining troubled relationships will be extremely difficult because the people involved have been close to your heart. The feelings you have for others endow you with much of your identity and self-esteem. But if you really love others, you can do no less than examine the role you have played in whatever conflicts that have arisen. In the last analysis, the choice is simple: you must sacrifice your peace of mind (in the short run) for the satisfaction of genuine relationships (in the long run.)
- Exercise frequently to become more aware of your body and emotions. (Some Nines run around doing errands and think that they are getting enough exercise.) Regular exercise is a healthy form of self-discipline and will increase your awareness of your feelings and other sensations. Developing body-awareness will help teach you to concentrate and focus your attention in other areas of your life as well. Exercise is also a good way to get in touch with and express some aggressions.

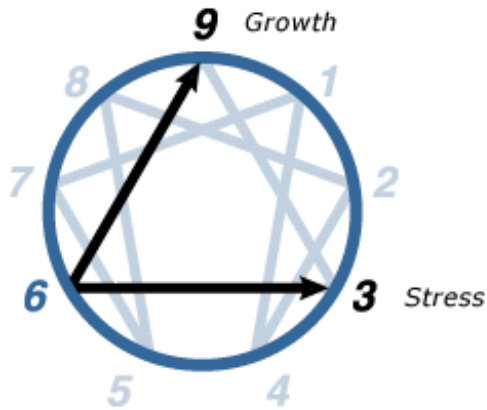
From *Discovering Your Personality Type*, pp. 164-173. See also *Personality Types*, pp. 338-75, *Understanding the Enneagram*, pp. 60-62, 119-26, and 349-51, and *The Wisdom of the Enneagram*, pp. 314-40.

Examples

Queen Elizabeth II, Princess Grace of Monaco, Claude Monet, Norman Rockwell, Abraham Lincoln, Dwight D. Eisenhower, Gerald Ford, Ronald Reagan, George W. Bush, John F. Kennedy, Jr., General Colin Powell, Walter Cronkite, Carl Jung, Carl Rogers, Joseph Campbell, Walt Disney, Jim Henson (Muppets), Garrison Keillor, Walter Cronkite, Gloria Steinem, Tony Bennett, Ringo Starr, Carlos Santana, James Taylor, Janet Jackson, Jack Johnson, George Lucas, Ron Howard, Gary Cooper, Jimmy Stewart, Audrey Hepburn, Sophia Loren, Kevin Costner, Annette Bening, Jeff Bridges, Morgan Freeman, John Goodman, Matthew Broderick, Whoopie Goldberg, Woody Harrelson, Geena Davis, Jason Segel, Lisa Kudrow, Toby McGuire, Zooey Deschanel, "Mister Rogers," "Homer and Marge Simpson"

Personality Type SIX: The Loyalist

*The Committed, Security-Oriented Type:
Engaging, Responsible, Anxious, and Suspicious*



Generally, Sixes are reliable, hard-working, organizing, vigilant, dutiful, evaluating, persevering, cautious, anxious, believing *and* doubting, conservative *and* liberal.

Sixes get into conflicts by being pessimistic, defensive, evasive, negative, worrying, doubtful, negativistic, reactive, suspicious, and blaming.

At their best, Sixes are courageous, cooperative, disciplined, grounded, secure, faithful, self-expressive, funny, and affectionate.

Recognizing Sixes

Type Six exemplifies the desire to create a stable, safe environment, to cooperate and create with others, and to be adequately prepared for the various difficulties that life presents. Sixes are meticulous, disciplined, and persevering. They are good with details, and they have a talent for seeing potential problems and dealing with them before problems get out of hand. They organize resources, prioritize tasks, and see projects through. Sixes are not necessarily "group people," but they like the feeling of "belonging" somewhere—of being part of something greater than themselves. They enjoy being of service and really want to contribute to the world. They bring reliability, responsibility, hard work, and a sense of honor to all their affairs. They approach others as if to say, "I am here for you. You can count on me."

Sixes do their best to be solid and responsible, but they are often troubled by an undercurrent of doubt and anxiety. In fact, Sixes often seem a bit jittery and uneasy in general. They live in a state of worry—*and then find something to worry about*. They often "scan" their surroundings for problems, expecting that something negative could happen at any time. Consequently, they are usually careful about the management of their affairs, and generally cautious in their dealings with others. At the same time, they are always on the lookout for someone they *can* trust, someone they can rely on. Because it takes them a while to feel confident that someone is truly on their side, Sixes will sometimes "test" people by provoking them in some way to see how they will react. Once they have decided that someone has passed the test, there is almost no limit to their loyalty or to the sacrifices that Sixes will make for the sake of the trusted person.

Sixes know that once they make a commitment, they do so 110 percent. They find it difficult to leave a relationship once they have begun to trust someone and to rely on them. Thus, they want to be sure that they are putting their energies into someone who will be there for them consistently. Once they have established a solid relationship, they show their trust and affection by supporting the other person in every way they can, especially by being reliable and trustworthy themselves.

One sign that Sixes have issues with trust is that they approach others with a sincere but *cautious* friendliness. When Sixes are relaxed, they have a natural talent for engaging people and for finding common interests. They often get others to like them by joking around and bantering, and through other forms of physical and social bonding. They want to find things about people that are familiar and that they can relate to—looking for common interests and experiences that would be the basis of trust. They tend to get nervous in situations in which they do not know where others stand—where there are too many unknowns, too many unfamiliar elements.

Fundamentally, Sixes are looking for someone to trust because they do not really trust themselves. They do not have much faith in themselves and their own abilities, so they look outside themselves to a person, a job, an authority figure, or a belief system of some sort for guidance and security. This doesn't solve their insecurity in the long run, however, because the more Sixes rely on others for their confidence, the more self-doubting and insecure they become. They will keep bouncing back and forth between depending on others and trying to prove that they are tough and independent themselves.

Some Sixes tend to collapse into their anxiety more often, feeling fearful, anxious, dependent, and openly seeking support from others. These are called "phobic Sixes." Other Sixes are more apt to impulsively leap into activities connected with their fears—such as a person with a fear of heights who decides to take up rock climbing, or a person who fears authority figures becoming a spokesperson for an antiestablishment group. These are called "counterphobic Sixes." In truth, all Sixes have both phobic and counterphobic aspects, and they express their different responses in different areas of their lives. A Six might be phobic around her boss, for instance, but behave counterphobically with her spouse.

In brief, Sixes want to have security, to feel supported by others, to have certitude and reassurance, to test the attitudes of others toward them, to fight against anxiety and insecurity, and to have everything be predictable as a way of defending the self from threats from the environment. **Sixes do not want** to feel abandoned, to have uncertainty, to have contradictory expectations placed on them, to feel pressured, to have to accept new ideas rapidly, to work with people who they feel are not carrying their weight, or to have their security systems and beliefs questioned, especially by anyone they see as an outsider.

Their Hidden Side

Sixes seem like highly organized and responsible people and can often resemble Ones. But the hidden problem is that Sixes are trying to calm their inner anxieties by trying to make their external world trouble-free and predictable. Of course, this is ultimately an impossible task, but Sixes still usually persevere in the effort to make their world safe from danger and mishaps.

The real source of anxiety in Sixes is internal and is perpetuated by their constantly turning thoughts. In short, Sixes cannot stop second-guessing themselves, doubting what they know and consulting what amounts to an "inner committee" of contrary voices. ("Did I get the electric bill out this morning? Yes. I think so. Good. But what did I forget? Oh yes! I was supposed to call Maggie about lunch tomorrow. She is going to be so angry with me. Should I call her now or is it too late?") With their minds revved up in a hypervigilant state, it is almost impossible for Sixes to relax so that they can perceive clearly how to attend to the actual challenges they need to address at any given time. What Sixes really need is more inner quiet. They need to cultivate a sense of peace and inner quiet that would allow them to see and deal with reality more clearly.

Relationship Issues

Sixes can be confusing to others (and themselves) in relationships because they seem so changeable and unpredictable. In one moment, they feel nervous and want to be reassured that their partner is really on board with them. They want to know that the other person is close and available. In the next moment, they can easily feel smothered or overwhelmed by their partner and want to create some distance in the relationship. Moments later, they are looking for reassurance that they have not gone too far in being independent. In short, Sixes are seeking what psychologists call "optimal distance." They want to keep their loved ones close enough so that they will not feel abandoned but not so close that they feel engulfed by the other person. Relationship issues for Sixes include the following:

- Testing the other person to see if he or she is going to stay.
- Getting overcommitted, causing Sixes to feel pressured and taken advantage of.
- Either "clamming up" and not expressing their feelings or venting a stream of anxieties.

- Alternating between feeling dependent and needy at one extreme and feeling defiant and rebellious at the other—running "hot or cold."
- Easily becoming suspicious, reflexively doubting the goodwill of others toward them.
- Blaming people for the Six's own anxieties and projecting negative motivations onto others.

Type Compatibility

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

The Passion: Angst (Traditionally "Fear")

The passion of the Six is often described as fear, but fear is an organic response to a real danger in our environment. All types experience fear. Angst, on the other hand, is the emotional experience of existential fear or unspecified anxiety that comes from absence of a sense of support and guidance. It is a sense of dread and despair that results in low- or high-level chronic anxiety and a capacity to continually conjure worst-case scenarios in the imagination. Thus, Sixes are habitually on the lookout for potential disasters with the result that their minds are constantly agitated. Ultimately, this can leave them less prepared to deal with real problems because they are making themselves fearful *imagining* what could go wrong. The more Angst, the more anxious Sixes become, the more their minds become worked up, and the less they are able to access the quiet, inner knowing that would give them clarity about what to do.

The passion of type Six can also be experienced as *doubt*. Traditionally this was sometimes called Faithlessness. Sixes seldom trust their own minds, their own capacity to know, when they are in the grip of doubt. They second-guess themselves, rechecking math they are sure they did correctly, going back to the house to make sure that they locked the door that they actually remember locking, and so forth. As we have seen, Sixes are anxious to have reliable sources of support and guidance in their lives, be they books, friends, advisors, philosophies, jobs, or anything else. But once doubt sets in, Sixes fear that these very support systems will not be there for them. They question even their most ardent supporters as their doubt gives way to growing suspicion or even paranoia.

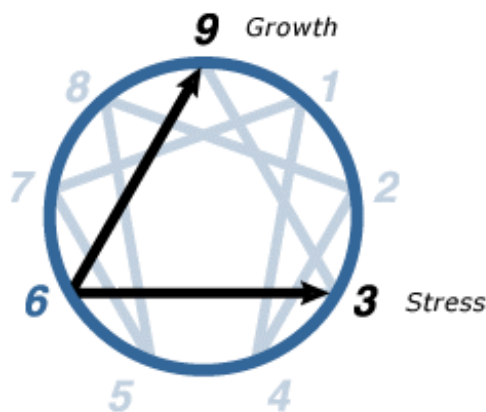
At Their Best

Healthy Sixes are able to elicit strong emotional responses from others: they are engaging, friendly, and playful—truly likable, dependable people. They bring a sense of trust and camaraderie to their relationships and treat everyone—including themselves—as an equal. They are strongly committed and loyal to the people in their lives, and they work hard to build stability, security, and prosperity in their homes, jobs, and communities. Healthy Sixes are the foundation of any society. They believe in

cooperation and shared goals, helping to organize people and tackle problems. They bring a democratic approach to their dealings with others and will fight for the powerless and disenfranchised as they would for themselves.

High-functioning Sixes become self-confident and self-affirming. They trust themselves and have learned self-reliance and independence because they know that they are deeply grounded in the limitless support of Being. Faith in this inner support and sense of guidance leads to a positive, life-affirming attitude, often manifesting itself as outstanding courage and leadership. High-functioning Sixes combine a commitment being guided by their own inner knowing with a commitment to allowing themselves to be led wherever the truth takes them. As a result, they can become powerful influences for the greater good.

Personality Dynamics & Variations



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

Under Stress (Six Goes to Average Three)

Sixes are often visibly nervous, reacting with self-doubt to situations and getting caught in over-thinking a problem. When stress escalates beyond the normal level, however, they jump into action—and stay in action, trying to deal with their anxieties by working harder. If, for example, they feel pressured at work, Sixes may spend their weekend frantically doing yard chores or obsessively reorganizing the closets as a way of discharging or avoiding feelings of inadequacy. They also fear letting others know how overwhelmed they are, so they may take on a false persona of competency and efficiency, like average Threes. ("Don't worry about anything. I've got this handled.") They focus increasingly on tasks and on being efficient while cutting off from their feelings so that they can stay functional, but this can lead to major emotional problems for them and for their relationships.

Security (Six Goes to Average Nine)

In situations where Sixes feel secure, they begin to deal with stress by simply shutting down and becoming indifferent to their surroundings, like average Nines. They do not want to be disturbed or bothered by loved ones—they feel that they have been working

hard and they experience virtually any kind of interaction as another source of pressure. They will be pleasant one moment, but can suddenly become stubbornly resistant and shut down in the next if they feel that others are demanding something of them. At such times, Sixes become unavailable and passive-aggressive, not wanting to respond to others or to move out of comforting but numbing routines.

Integration (Six Goes to Healthy Nine)

As Sixes learn to trust themselves more, they also become more open to life and to other people. They gradually learn to relax their hypervigilance and simply be with themselves or with whatever life is presenting in the moment. They gain a deeper acceptance of life's ups and downs such that they are not riddled with dread and anxiety. They are inclusive and supportive of others—and much more at peace. Integrating Sixes are able to let their minds rest in their natural, pristine state of clarity and inner quiet. They are able to stop second-guessing everything and let their own inner wisdom arise. The result is that they are more serene, grounded, and joyous—light and stable.

The Levels of Development

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

Healthy Levels

Level 1 (At Their Best): Become self-affirming, trusting of self and others, independent yet symbiotically interdependent and cooperative as an equal. Belief in self leads to true courage, positive thinking, leadership, and rich self-expression.

Level 2: Able to elicit strong emotional responses from others: very appealing, endearing, lovable, affectionate. Trust important: bonding with others, forming permanent relationships and alliances.

Level 3: Dedicated to individuals and movements in which they deeply believe. Community builders: responsible, reliable, trustworthy. Hard-working and persevering, sacrificing for others, they create stability and security in their world, bringing a cooperative spirit.

Average Levels

Level 4: Start investing their time and energy into whatever they believe will be safe and stable. Organizing and structuring, they look to alliances and authorities for security and continuity. Constantly vigilant, anticipating problems.

Level 5: To resist having more demands made on them, they react against others passive-aggressively. Become evasive, indecisive, cautious, procrastinating, and ambivalent. Are highly reactive, anxious, and negative, giving contradictory, "mixed signals." Internal confusion makes them react unpredictably.

Level 6: To compensate for insecurities, they become sarcastic and belligerent, blaming

others for their problems, taking a tough stance toward "outsiders." Highly reactive and defensive, dividing people into friends and enemies, while looking for threats to their own security. Authoritarian while fearful of authority, highly suspicious, yet, conspiratorial, and fear-instilling to silence their own fears.

Unhealthy Levels

Level 7: Fearing that they have ruined their security, they become panicky, volatile, and self-disparaging with acute inferiority feelings. Seeing themselves as defenseless, they seek out a stronger authority or belief to resolve all problems. Highly divisive, disparaging and berating others

Level 8: Feeling persecuted, that others are "out to get them," they lash-out and act irrationally, bringing about what they fear. Fanaticism, violence.

Level 9: Hysterical, and seeking to escape punishment, they become self-destructive and suicidal. Alcoholism, drug overdoses, "skid row," self-abasing behavior. Generally corresponds to the Passive-Aggressive and Paranoid personality disorders.

Personal Growth Recommendations for Type Sixes

Sixes grow by recognizing that the only real security in life comes from within. While we can work hard to build our finances, to find the right friends and the right partner, and to foresee every possible mishap, ultimately, none of the external structures that we use to give ourselves confidence will always work for us. Things can and do go wrong, and the supports that we rely on inevitably change. Therefore, growth for a Six entails finding the support of their own inner knowing. It involves finding the place inside themselves that is quiet, strong, and capable. But this cannot happen by itself. Discovering these inner resources takes time and work, although, fortunately, Sixes understand the usefulness of perseverance and dedication. Sixes will know firsthand the value of discovering their inner resources when they take time to relax their constant vigilance and find faith in themselves.

- Remember that there is nothing unusual about being anxious since everyone is anxious—and much more often than you might think. Learn to be more present to your anxiety, to explore it, and to come to terms with it. Work creatively with your tensions without turning to excessive amounts of alcohol (or other drugs) to allay them. In fact, if you are present and breathing fully, anxiety can be energizing, a kind of tonic that can help make you more productive and aware of what you are doing.
- You tend to get edgy and testy when you are upset or angry, and can even turn on others and blame them for things you have done or brought on yourself. Be aware of your pessimism: it causes you dark moods and negative thought patterns that you

tend to project on reality. When you succumb to this self-doubt, you can become your own worst enemy and may harm yourself more than anyone else does.

- Sixes tend to overreact when they are under stress and feeling anxious. Learn to identify what makes you overreact. Also realize that almost none of the things you have feared so much has actually come true. Even if things *are* as bad as you think, your fearful thoughts weaken you and your ability to change things for the better. You cannot always manage external events, but you *can* manage your own thoughts.
- Work on becoming more trusting. There are doubtless several people in your life you can turn to who care about you and who are trustworthy. If not, go out of your way to find someone trustworthy, and allow yourself to get close to that person. This will mean risking rejection and stirring up some of your deepest fears, but the risk is worth taking. You have a gift for getting people to like you, but you are unsure of yourself and may be afraid of making a commitment to them. Therefore, come down clearly on one side or the other of the fence in your relationships. Let people know how you feel about them.
- Others probably think better of you than you realize, and few people are really out to get you. In fact, your fears tell you more about your attitudes toward others than they indicate about others' attitudes toward you.

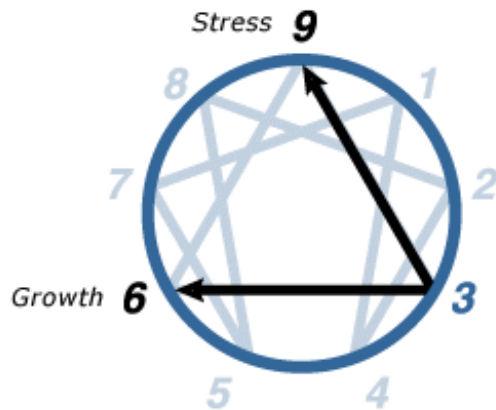
From *Discovering Your Personality Type*, pp. 135-144. See also *Personality Types*, pp. 216-258, *Understanding the Enneagram*, pp. 52-54, 98-105, and 341-44, and *The Wisdom of the Enneagram*, pp. 233-259.

Examples

Krishnamurti, Johannes Brahms, Mark Twain, Sigmund Freud, J. Edgar Hoover, Richard Nixon, Robert F. Kennedy, Malcolm X, George H.W. Bush, Diana, Princess of Wales, Prince Harry, J.R.R. Tolkien, John Grisham, Mike Tyson, Bruce Springsteen, U2's Bono, Melissa Etheridge, Eminem, Oliver Stone, Michael Moore, Spike Lee, Marilyn Monroe, Robert De Niro, Dustin Hoffman, Mark Wahlberg, Woody Allen, Diane Keaton, Mel Gibson, Sally Field, Tom Hanks, Meg Ryan, Julia Roberts, Jennifer Aniston, Ellen Page, Paul Rudd, Sarah Jessica Parker, Ben Affleck, Hugh Laurie, Katie Holmes, David Letterman, Jay Leno, Ellen Degeneres, Andy Rooney, Katie Couric, Newt Gingrich, Alex Jones (Infowars), Rush Limbaugh, Chris Rock, Lewis Black, Larry David, Seinfeld's "George Costanza," Lord of the Rings' "Frodo Baggins"

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.
- Workaholicism 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

Personality Dynamics & Variations



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.

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.

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"