

Education

UCLA, MFA

Film & TV - Screenwriting

LSU, BFA

Creative Writing

Design Thinking

Analytics Sprint workshop facilitator

Work Experience

Creative Strategist

Freelance

2022 - 2023

Solutons Strategist Nerdery

2021 - 2022

Pitch and Proposal lead for net new business

- \$12M new business won in 2021-2022

RevUnit

VP Design

2019 - 2020

Leading a team of twenty-four designers to build digital products for the world's leading companies: WalMart, Zappos, HEB, AVP

Cooper Labs

Design Strategy

2018 - 2019

- Create, test, and experiment with new and disruptive ideas

Sr Mgr Creative

LEGO Group

Strategy

Core member of global strategy team focused on innovating

2016 - 2018

brand and products for the world's most beloved brand.

-

Global brand campaign for Star Wars partnership

-

US activations for overall LEGO brand

Director
Digital Strategy

Ansira
2015 - 2016
Integrated digital campaigns and CRM for national brands.
Sr Digital Strategy

The Richards Group
2010 - 2015
Digital strategy lead for various national clients across diverse industries
Brand Strategist

TBWA\Chiat\Day, Los Angeles
2006 - 2010
Planning and business intelligence research for global brand agency and clients

Projects/Clients

LEGO AAA Insurance Cooper Labs

Challenge: Kids love LEGO Challenge: Trusted legacy Challenge: Reduce amount of but they don't play with brand was losing market share time call center staff spent per bricks anymore. to innovative competition. customer without compromis.
ing service.

Outcome: User research and Outcome: Digital strategy design workshops that pivoted tied to integrated campaign Outcome: Built a sales desk global product strategy to that relaunched AAA brand platform that reduced average incorporate tech/digital play as a trusted on-demand helper time per call by 30%. appeal. across all channels.

Reunion Tower Samsung Gatorade

Challenge: Launch a unique Challenge: Break through Dallas experience that entices electronics in crowded retail advertising clutter with locals and visitors. spaces. compelling content and media.

Outcome: Experience design Outcome: Created store-Outcome: Delivered research activation with architecture, within-a-store to deliver and insights to support a digital immersion, and brand memorable hands-on story driven campaign that was extensions to create a new experiences within retail launched across digital plat-iconic presence in DFW. partners' spaces. forms to target online content audiences.

anhta10000@gmail.com

linkedin.com/in/anhtaisyourfriend

About Me

Product marketing leader with over 15 years of experience in translating customer insights into successful marketing strategies. Expert in go-to-market (GTM) planning, product launches, and leading cross-functional teams to execute end-to-end marketing campaigns. Customer-centric, with a focus on leveraging research and data to inform marketing initiatives and drive business results. Proven ability to deliver innovative solutions and marketing strategies for global brands such as LEGO, Walmart, and AAA.

Education

UCLA, MFA

Film & TV - Screenwriting

LSU, BFA

Creative Writing

Skills

SQL & Python Workshop Facilitation Product Marketing Strategy GTM Planning Customer Research & Data Analysis Journey Mapping

Product Marketing Experience

Innovation Strategist 2022 - Current

Solutions Strategist 2021 - 2022

VP Design 2019 - 2020

AVP Design Strategy 2018 - 2019

Senior Manager Creative Strategy 2016 - 2018

Director

Digital Strategy

2015 - 2016

Digital Strategist

2012 - 2015

Brand Strategist

2006 - 2012

Freelance

-

Customer Insights to Product Strategy: Led customer interviews, surveys, and data analysis to inform product marketing strategies and guide product development. Helped clients refine their offerings to meet customer needs.

-

GTM & Product Launches: Developed go-to-market strategies and launched new products for clients in industries like telecom and retail. Owned the product adoption roadmap and led efforts to optimize customer experience.

-

End-to-End Campaigns: Managed marketing campaigns, from initial strategy through to execution and post-campaign analysis. Collaborated with creative and design teams to ensure customer messaging was clear and effective.

Nerdery

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Pitch and Proposal Lead: Secured \$12M+ in new business by leading pitches and proposals for innovative digital solutions across various industries.

-

GTM & Campaign Execution: Guided the development of product marketing campaigns, aligning them with customer insights and market trends. Collaborated with cross-functional teams to ensure seamless execution.

RevUnit

-

Customer-Focused Product Marketing: Led team of 24 designers in creating digital products for global companies such as Walmart and Zappos. Ensured that product marketing strategies were deeply rooted in customer research.

-

Cross-Team Leadership: Collaborated across departments to align product marketing strategies with broader company goals and customer needs.

Mr. Cooper

-

Customer-Centric Insights: Conducted market research and customer studies to inform product and marketing strategies for a new sub-brand launch.

-

GTM & Feature Launches: Led feature launches and adoption initiatives, using customer insights to shape marketing campaigns, content and product messaging.

LEGO

-

Global Product Strategy: Developed and executed product marketing strategies for LEGO's US and global markets. Used customer insights to address challenges to the product portfolio--the digital transformation of play and its impacts on a plastic toy.

-

Star Wars Global Partnerships: Led the global communications strategy for LEGO Star Wars product line. Ensured alignment with partners, including Disney, Lucasfilm, ESPN, and other global market partners.

Ansira

- CRM: Led the integrated marketing and CRM for national brands, including Domino's and Chik-fil-A.

TRG

-

Digital Marketing & Product Strategy: Created digital marketing strategies for clients like AAA, Home Depot, and QuikTrip. Focused on customer insights to inform product marketing and drive customer engagement.

-

End-to-End Campaign Management: Led the development and execution of digital extensions for creative campaigns, ensuring alignment with brand and customer needs.

TBWA\Chiat\Day, Los Angeles

- Creative Brand Strategist: Creative and business intelligence insights development for global brands.

Contact

anhta10000@gmail.com

www.linkedin.com/in/anhtaisyourfriend (LinkedIn)

Top Skills

SQL

Python

QGIS

CSS

Languages

Vietnamese

Certifications

TEFL

Fundamentals In Design Thinking

Introduction to 3D Animation(Cinema 4D Basecamp)

Publications

Perceptive Media, the Future of Targeting and Personalization

Anh Ta

Author of * Innovation Strategy, Brand Strategy, Pitch and Presales Strategy * CX Consultant |

Customer Journeys * | Design Thinking, Workshop Facilitation

Las Vegas, Nevada, United States

Summary

“Before examining the problem of truth and falsehood, it is necessary to examine the problem of the attitude and method.” — Thich Nhat Hanh With over 15 years of experience as a strategist, I help clients design and deliver engaging and meaningful experiences for their customers and

stakeholders. As a passionate storyteller, I believe in the power of narratives to inspire, inform, and connect people.

Experience

Freelance

Innovation and Brand Strategist

April 2018 - Present (6 years 6 months) Remote

I deliver hands-on deliverables from the individual contributor level to the senior leader level. I design research, conduct user/consumer/customer insights activities, facilitate fun workshops, and provide strategic oversight of all activities to ensure things ladder up to overall business goals.

2023: CX consultant • Strategic implementation of CX best practices • Proposals for new business CX strategies • Presales strategy engagements

2022: Strategist assisting a US-leading telecom • Design diverge-converge workshops • Design and conduct customer insights research • Consult on CX platform implementation

2021: Innovation and brand strategy of a global travel OTA • Design and conduct customer insights research • Planned and conducted innovation sprint workshops • Rebuilt brand promise and hierarchy

2020: Strategist lead for brand hierarchy project to launch a sub-brand • Design and conduct customer insights research • Wrote and delivered brand promise and hierarchy

Anonymous

AI Trainer

March 2024 - May 2024 (3 months) global

Train AI models via RLHF • Improve model responses for helpfulness • Ensure against stereotyping • Ensure safety

Nerdery

Nerd | Solutions Strategy

July 2021 - April 2022 (10 months)

I construct Pitches & Proposals to differentiate our company's value into win strategies for net new business • \$10M+ of new business won in past 12 months (2021-2022) • Growth strategies • Remote & In-person facilitation • Design + Innovation workshops • Communications Innovation • Creative innovation • RFP & RFI responses • Presales engagement

RevUnit

VP, Design

August 2019 - April 2020 (9 months) Las Vegas, Nevada Area

Leading a team of 24 designers to build digital products for the world's leading companies: WalMart, Zappos, HEB, Chick-fil-A, etc. • Design systems • Innovation facilitation • Design strategy

Mr. Cooper

AVP, Design Strategy

August 2018 - August 2019 (1 year 1 month) Dallas, Texas

Cooper Labs• A founding team member to clarify the mission and shape the identity of the innovation lab. • Identify core business challenges. • Create, test, and experiment with new and disruptive ideas to provide innovative customer experiences. • Conduct prototype workshops using IDEO and Google Sprint methodologies to produce rapid iterations. • Primary research to ensure projects are founded upon customer and consumer insights. • QA and UX studies • Quantitative analyses - Stata Brand Marketing • Primary research to derive consumer insights • Consumer surveys and analyses • Manage vendor relationships for brand tracker and ad hoc research projects • Partner with data science team for data analysis and interpretation • Prepare executive overviews of findings to present to senior leadership.

Volunteer

LinkedIn Mentor Mondays

January 2018 - August 2019 (1 year 8 months) Dallas/Fort Worth Area

Career mentoring for youth and veterans

Freelance Marketing and Creative Services

Strategy and Brand Planning

January 2018 - August 2019 (1 year 8 months) Pharma- cancer drug launch strategy- medical device launch insights Retail- footwear retail rebrand strategy- everyday discount retail strategy (rural markets) Travel- OTA brand positioning

Home

Writing

August 2017 - August 2019 (2 years 1 month)

LEGO Group

Senior Manager Strategic Planning

November 2015 - August 2017 (1 year 10 months) Enfield, CT

I am a member of a global planning team that is committed to solving global and local market business challenges. I work with colleagues across the globe, from Europe, to China, emerging markets, and within the US to strengthen our market advantage. Responsible for strategic planning for: LEGO brand - US • I play a key role in developing a campaign process to make us more competitive with external agencies. I am a primary driver of: 1) framing our deliverables as solutions to business problems rather than creative assets to meet a job request 2) remodeling our deliverables from a single solution to three equally compelling options to address client indecisiveness and make our campaign development process more efficient 3) championed inclusiveness during concept development to collaborate with stakeholders at a kickoff or early stage and to expand the diversity of creative solutions to include paid media, digital, social media, content, PR, etc. • I make sure that an essential, and very early step, in our US campaign process is to have an actionable debrief where we challenge back to clients on strategic objectives, business objectives, and that campaign concepts target defined

objectives. LEGO Star Wars - Global • I am a primary driver of the strategy for LEGO Star Wars, ensuring that everything we deliver to the client originates from insights we believe in and that the ultimate goal is to achieve meaningful business objectives. • I make sure that we challenge the client briefs when necessary. Our recommendations, again with the aim of achieving business objectives, are intended to address consumer, market, and business challenges so that we maintain a strategic advantage with a forward looking perspective. • Global Competency for the US Market

Freelance

Digital Strategy, Brand Strategy Director
July 2015 - June 2016 (1 year) Freelance

Ignite Partnership LLC

Chief Brand and Digital Strategist

October 2014 - July 2015 (10 months) I am responsible for growing the strategy department and building the strategy processes and tools to help clients tell their brand stories and market their product innovations. • Mentor agency strategists. • Cultivate strategic mindset throughout agency. • Formed system of account-creative-planning checks & balances. • Developed agency positioning for external branding efforts. • Developed strategic POV to differentiate positioning. • Identified necessary strategy tools for strategy engagements. • Developed agency creative brief. • Establish digital strategy best practices. • Establish account planning best practices.

Ansira

Director, Digital Strategy

April 2014 - October 2014 (7 months) Dallas/Fort Worth Area

Email programs- Define targeting- Develop testing- Continually optimize CRM programs Loyalty programs Data analysis Segmentation using:- Acxiom- Experian

The Richards Group

Senior Digital Strategist

April 2012 - March 2014 (2 years) Dallas/Fort Worth Area

I am a Senior Digital Strategist working on several accounts, including AAA, The Home Depot, Chick-fil-A, Fruit of the Loom, QuikTrip, others, and various new business and internal projects. • Develop digital extensions of creative. • Develop social media strategies. • Develop digital strategies. • Ideate from a basis of consumer and technology trendwatching. • Primary research. • Secondary research. • Track emerging trends and devise insights. RECENT PROJECTS: AAA Digital brand strategy –

<http://michigan.aaa.com/brand/more.html?zip=48203&devicecd=PC&referer=www.aaa.com> I am the lead strategist on this account, responsible for advising the client on all digital and emerging technology issues. We were tasked by the client to bring the AAA brand to life for both external and internal audiences. The great challenge of this account is that they have stakes in several

verticals, within which they compete against some of the biggest brands in the world (Progressive, GEICO, Bank of America, Travelocity, etc.) that spend ten times more on marketing than AAA. • Recommendations across digital touch points (website, social media, mobile, connected car, in-store) for five primary lines of business: Insurance, Travel, Banking, Automotive, and Rewards program. • Recommendations for technology development. • Recommendations for partnerships and acquisitions. • Developed website exit survey. • Conducted stakeholder interviews. • Competitive digital capabilities review and recommendations. • Lead strategist for internal brand communications platform, the Brand Center. • Provide weekly analytics report and quarterly analytics presentation for BrandCenter KPIs. • Reunion Tower social media strategy. • Copywriter for social posts on Twitter and Facebook. • Manage paid social budget. • Developed digital acquisition strategy. • Within a fully integrated campaign, the client was extremely pleased that they obtained their best marketing ROI in social channels.

Innovative Medical Solutions

Strategist, Director of Marketing

December 2009 - December 2010 (1 year 1 month) I was part of the strategic team for a healthcare startup specializing in skincare and gerontological procedures, and made key contributions in developing our expansion and marketing strategies. • Built Access database for data-mining of customer trends to improve understanding of market demographics. • Conducted market and competitive research. • Developed expansion plan based on competitive and industry research. • Created employee incentive plan to improve workforce job satisfaction and retention. • Created pricing strategy to better coordinate with marketing efforts and improve brand awareness. • Managed media reps and vendor relationships: online, television, radio, print. • Collaborate directly with CEO on marketing and brand management strategies. • Developed marketing and social media strategy. • Devised radio advertising strategy.

TBWA\Chiat\Day Advertising

Business Intelligence-Planning

March 2006 - November 2009 (3 years 9 months) I provided research and strategic planning for worldwide TBWA network of over 300 offices. Our intelligence team provided knowledge and strategic thinking on nearly all aspects of the advertising process. • Authored annual forecasts of consumer and market trends. • Provided ad hoc trend reports to worldwide network. • Authored worldwide corporate blog of hot-topic issues and innovation. • Collaborated with all aspects of the agency for internal and client projects. • Provided ad hoc research for worldwide network. • Maintained constant watch on emerging media and cultural trends. • Category expert for the following: Social Media and Emerging Technology. • Authored industry and trends reports for the following: Social Networks, Music, Entertainment, Online Video, Digital Lifestyle, Alcoholic Beverages, Non-Alcoholic Beverages, Apparel and Footwear, Soft Drinks and Energy Drinks, and BRIC countries. • Clients worked on: Gatorade, Pepsi, Lucky Brand Jeans, Apple Computers, Absolut Vodka, Activision.

Managing Editor

January 2006 - March 2009 (3 years 3 months)• Maintained breadth of knowledge of emerging media and technology trends. • Authored key content for popular website. • Managed team of freelance content providers. • Used Google Analytics to maximize site traffic. • Collaborated with President on SEO, SEM and content strategy.

Eclipse Advertising

Freelance copywriter

January 2008 - December 2008 (1 year)I provided headline copy for videogame print ads, including American IdolKaraoke, Sonic Superstars of Tennis, and 50 Cent: Blood on the Sand.

UCLA

Campus AR Manager

January 2003 - March 2006 (3 years 3 months)Communications Technology Services 2003 to 2006• Managed accounts receivables team. • Key member of transitioning legacy system to new technology managementsystem. • Key member of team developing query database (SQL relational database)for university general ledger. • Created and conducted training classes for relational database users. • Created trend reports of customers' telecommunications usage. • Collaborated on strategies for implementing new products. • Conducted account analyses to locate discrepancies. • Located \$100,000 in unpaid billings for UCLA Medical School.

Education

University of California, Los Angeles

Master's degree, Playwriting and Screenwriting · (1995 - 1998)

Louisiana State University

BA, English · (1990 - 1995)

Career History Form

Applicant Name: Anh Ta

Phone: 310-993-6738

Email: anhta10000@gmail.com

Today's Date: August 28, 2023

Tell us about your Education History

HIGH SCHOOL EDUCATION:

SCHOOL: **John Ehret High School**

City: New Orleans

ST: LA

GPA

3.0/4.0

Diploma/GED



Yes



No

Activities, Honors, Awards

Wrestling

Part-Time & Summer Work

UNIVERSITY, COLLEGE, OR TECHNICAL SCHOOL:

SCHOOL: **LSU**

City: Baton Rouge

ST: LA

From: (MM/yyyy)

10/1990

To: (MM/yyyy)

05/1995

Degree & Subject:

Bachelors, Creative Writing

GPA

3.0/4.0

Activities, Honors, Awards

Rugby

Part-Time & Summer Work

Standardized Test (SAT, ACT, GMAT, LSAT) & Score:

ACT 30

UNIVERSITY, COLLEGE, OR TECHNICAL SCHOOL:

SCHOOL: **UCLA**

City: Los Angeles

ST: CA

From: (MM/yyyy)

09/1995

To: (MM/yyyy)

06/1998

Degree & Subject:

MFA, Film

GPA

3.9/4.0

Activities, Honors, Awards

Part-Time & Summer Work

Standardized Test (SAT, ACT, GMAT, LSAT) & Score:

Tell us about your Employment History. Please explain employment gaps.

EMPLOYER 1: Freelance		CITY: Remote	ST:
TITLE 1: Strategist		From (MM/yyyy): 04/2022 To (MM/yyyy): 08/2023	
<input type="checkbox"/> Full Time <input checked="" type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$ 110,000 /yr	
Manager: Self		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No	Phone:
Roles & Responsibilities: Provide strategy development with tactical execution oversight for a diverse array of projects across various industries, including technology, web3, and telecommunications.			
TITLE 2:		From (MM/yyyy):	To (MM/yyyy):
<input type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$	/yr
Manager:		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No	Phone:
Roles & Responsibilities:			
TITLE 3:		From (MM/yyyy):	To (MM/yyyy):
<input type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$	/yr
Manager:		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No	Phone:
Roles & Responsibilities: <i>(Limit 230 characters)</i>			
Explanation For Leaving: <i>(Limit 100 characters)</i>			

EMPLOYER 2: Nerdery		CITY: Minneapolis	ST: MN
TITLE 1: Solutions Strategist		From (MM/yyyy): 07/2021 To (MM/yyyy): 04/2022	
<input checked="" type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$ 150,000 /yr	
Manager: Paige Terwiliger		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No	Phone: NA
Roles & Responsibilities: Was the strategy lead for consulting engagements with clients to develop custom technology solutions. Interfaced with cross-functional technology, design, and research teams to produce pitches to win new business.			
TITLE 2:		From (MM/yyyy):	To (MM/yyyy):
<input type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$	/yr
Manager:		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No	Phone:
Roles & Responsibilities:			
TITLE 3:		From (MM/yyyy):	To (MM/yyyy):
<input type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$	/yr
Manager:		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No	Phone:
Roles & Responsibilities: <i>(Limit 230 characters)</i>			
Explanation For Leaving: <i>(Limit 100 characters)</i> My position was eliminated due to company downsizing.			

EMPLOYER 3: RevUnit		CITY: Bentonville	ST: AR
TITLE 1: VP Design		From (MM/yyyy): 04/2019 To (MM/yyyy): 04/2020	
<input checked="" type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$ 120,000 /yr	
Manager: Joe Payne		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No Phone: NA	
Roles & Responsibilities:			
Led a team of 24 designers to deliver design systems for clients that included WalMart, HEB, and Zappos. Also was a member of the leadership team focused on growth.			
TITLE 2:		From (MM/yyyy):	To (MM/yyyy):
<input type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$ /yr	
Manager:		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No Phone:	
Roles & Responsibilities:			
TITLE 3:		From (MM/yyyy):	To (MM/yyyy):
<input type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$ /yr	
Manager:		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No Phone:	
Roles & Responsibilities: <i>(Limit 230 characters)</i>			
Explanation For Leaving: <i>(Limit 100 characters)</i>			
The pandemic reduced our revenue by 60% resulting in significant downsizing. Role was eliminated.			

EMPLOYER 4: Cooper Labs		CITY: Dallas	ST: TX
TITLE 1: AVP Design Strategy		From (MM/yyyy): 04/2018 To (MM/yyyy): 04/2019	
<input checked="" type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$ 120,000 /yr	
Manager: Dave Cole		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No Phone: NA	
Roles & Responsibilities:			
Strategy lead for internal innovations for Mr. Cooper, nation's largest private mortgage servicer.			
TITLE 2:		From (MM/yyyy):	To (MM/yyyy):
<input type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$ /yr	
Manager:		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No Phone:	
Roles & Responsibilities:			
TITLE 3:		From (MM/yyyy):	To (MM/yyyy):
<input type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$ /yr	
Manager:		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No Phone:	
Roles & Responsibilities: <i>(Limit 230 characters)</i>			
Explanation For Leaving: <i>(Limit 100 characters)</i>			
Career opportunity with RevUnit, which allowed me to broaden my industry expertise.			

EMPLOYER 5: LEGO		CITY: Enfield	ST: CT
TITLE 1: Sr Mgr Creative Strategy		From (MM/yyyy): 10/2016 To (MM/yyyy): 04/2018	
<input checked="" type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$ 100,000 /yr	
Manager: Roger Cameron		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No Phone: NA	
Roles & Responsibilities:			
Strategy lead for US LEGO brand and the Global LEGO Star Wars brand. Collaborated on initiatives from product portfolio development to communications strategies involving agency, retail, and content partners.			
TITLE 2:		From (MM/yyyy):	To (MM/yyyy):
<input type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$ /yr	
Manager:		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No Phone:	
Roles & Responsibilities:			
TITLE 3:		From (MM/yyyy):	To (MM/yyyy):
<input type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$ /yr	
Manager:		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No Phone:	
Roles & Responsibilities: <i>(Limit 230 characters)</i>			
Explanation For Leaving: <i>(Limit 100 characters)</i>			
I didn't enjoy living in the northeast so moved to be closer to friends and family.			

EMPLOYER 6: Ansira		CITY: Dallas	ST: TX
TITLE 1: Director of Strategy		From (MM/yyyy): 04/2015 To (MM/yyyy): 10/2016	
<input checked="" type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$ 100,000 /yr	
Manager: Julie Blackledge		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No Phone: NA	
Roles & Responsibilities:			
Strategy lead for CRM campaigns across various industries.			
TITLE 2:		From (MM/yyyy):	To (MM/yyyy):
<input type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$ /yr	
Manager:		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No Phone:	
Roles & Responsibilities:			
TITLE 3:		From (MM/yyyy):	To (MM/yyyy):
<input type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$ /yr	
Manager:		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No Phone:	
Roles & Responsibilities: <i>(Limit 230 characters)</i>			
Explanation For Leaving: <i>(Limit 100 characters)</i>			
Career opportunity with LEGO			

EMPLOYER 7: The Richards Group		CITY: Dallas	ST: TX
TITLE 1: Senior Digital Strategist		From (MM/yyyy): 11/2009 To (MM/yyyy): 04/2015	
<input checked="" type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$ 100,000 /yr	
Manager: John Keehler		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No	Phone: NA
Roles & Responsibilities: Strategy lead for marketing campaigns.			
TITLE 2:		From (MM/yyyy):	To (MM/yyyy):
<input type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$	/yr
Manager:		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No	Phone:
Roles & Responsibilities:			
TITLE 3:		From (MM/yyyy):	To (MM/yyyy):
<input type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$	/yr
Manager:		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No	Phone:
Roles & Responsibilities: <i>(Limit 230 characters)</i>			
Explanation For Leaving: <i>(Limit 100 characters)</i> Career opportunity			

EMPLOYER 8 : TBWA Chiat/Day		CITY: Los Angeles	ST: CA
TITLE 1: Marketing Strategy		From (MM/yyyy): 04/2005 To (MM/yyyy): 10/2009	
<input checked="" type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$ 75,000 /yr	
Manager: Velda Ruddock		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No	Phone: NA
Roles & Responsibilities: Marketing strategy.			
TITLE 2:		From (MM/yyyy):	To (MM/yyyy):
<input type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$	/yr
Manager:		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No	Phone:
Roles & Responsibilities:			
TITLE 3:		From (MM/yyyy):	To (MM/yyyy):
<input type="checkbox"/> Full Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Internship		Compensation: \$	/yr
Manager:		Ok to Contact? <input type="checkbox"/> Yes <input type="checkbox"/> No	Phone:
Roles & Responsibilities: <i>(Limit 230 characters)</i>			
Explanation For Leaving: <i>(Limit 100 characters)</i> Career opportunity			

ADDITIONAL INFORMATION:

Describe the perfect “next job” for you:

1. A great team that I can make successful and that pushes me to learn and grow.
2. Work that is interesting, and that gets me excited to problem-solve every day.
3. Gives me the autonomy to try new things, make a positive impact on the world, and allows me to apply my skills.

What do you consider to be your

Strengths?

Imaginative, curious, kind, and fearless

Assets?

I am very good at making connections out of data and reading the story that information tells.

Weaker Points?

I am not great at administrative tasks, such as scheduling and burn rates. I tend to concentrate on the goal and accept that the administration will fall in line. I recognize I am probably taking for granted an amazing project manager who's making it work behind the scenes.

Areas for Improvement?

I'm always working on my analytical skills. I can work a spreadsheet but there are many more levels of data science where I want to grow my skills.

What do you really enjoy or do well?

I most enjoy collaborative problem-solving. My most enjoyable work experiences have been tackling hard problems together as a team when everyone brings their unique skillsets to complement each other.

What are your long term career goals?

I want to do work that impact people in a positive way. I want each time someone interacts with a project I've worked on to feel joy.

Test results

Ta Anh

Consultant: Susanne Drechsel

Printed on: 30/05/2021 01:13:06

Test date: 29/05/2021

The GIFT test measures your ability to find a pattern in an arrangement of figures, numbers, letters, and words (inductive reasoning), as well as the ability to apply this principle to concrete examples (deductive reasoning). This is a default test report drawn up by Cebir based on your results. The scores are compared with the highest benchmark group (those undertaking a master's degree) in our system (on the basis of psychometric research). The resulting score is given in relation to this benchmark group. High results (>5) are an indicator of your capacity for success in a complex environment. Board of Innovation assesses other indicators as well, such as previous professional experiences, type of studies, degrees obtained, etc.

The test consists of four parts:

- Figural-abstract reasoning ability (reasoning with figures)
- Numerical reasoning ability (reasoning with numbers)
- Verbal reasoning ability (reasoning with words)
- Symbolic-abstract reasoning ability – letter patterns (reasoning with letters)

On the basis of the overall performance for these four test parts, we can determine your general reasoning ability.

General results

Reasoning ability



Results per part

Figural-abstract reasoning ability



Numerical reasoning ability



Verbal reasoning ability



Symbolic-abstract reasoning ability



Explication of the results

General reasoning ability: above average

Your general reasoning ability is above average compared to the highest benchmark group in our system. You are quite good at finding different logical patterns. You are quite good at creative thinking.

Figural-abstract reasoning ability: very strong

You are very good at figural-abstract reasoning compared to the highest benchmark group in our system. Figural-abstract reasoning may be your strong suit.

Numerical reasoning ability: below average

You are below average when it comes to reasoning with numbers compared to the highest benchmark group in our system. You can unravel and solve numerical sequences which are less complex than average.

Verbal reasoning ability: average

Your ability to uncover concepts framed by words is average compared to the highest benchmark group in our system. Verbal reasoning ability, verbal insight, and linguistic sensitivity are important in this form of reasoning.

Symbolic-abstract reasoning ability: average

Your performance on the symbolic-abstract reasoning portion of the test was average compared to the highest benchmark group in our system. Your ability to unravel and complete complex letter patterns is reasonably good.

The Enneagram Institute®

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



Test Taker: Anh Ta

Email Address: anhta10000@gmail.com

Date of Test: 2019-01-08 UTC

Enneagram Type	Score
Type 7, The Enthusiast	26
Type 5, The Investigator	22
Type 8, The Challenger	19
Type 1, The Reformer	17
Type 3, The Achiever	17
Type 4, The Individualist	16
Type 9, The Peacemaker	13
Type 2, The Helper	9
Type 6, The Loyalist	5

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 7

Your second highest score was for:

- Type 5

Your third highest score was for:

- Type 8

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

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

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

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

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

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

Best Wishes,

[The Enneagram Institute®](#)

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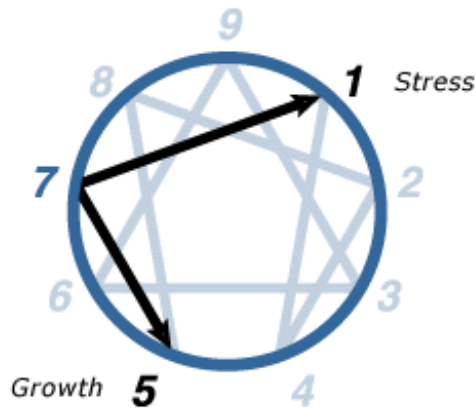
Normal office hours Mon-Fri 9:00am - 4:00pm ET

Limited email support at other times.

Personality Type SEVEN: The Enthusiast

The Busy, Variety-Seeking Type:

Spontaneous, Versatile, Distractible, and Scattered



Generally, Sevens are excitable, spontaneous, curious, optimistic, eager, outgoing, future-oriented, adventurous, variety-seeking, quick, and talkative.

Sevens get into conflicts by being scattered, distracted, restless, impatient, thrill-seeking, escapist, over-extended, irresponsible, demanding, and excessive.

At their best, Sevens are appreciative, bountiful, thoughtful, accomplished, versatile, receptive, grateful, content, quiet, and passionate.

Recognizing Sevens

Type Seven exemplifies the desire for freedom and variety and for exploring the many rich experiences that life offers. Thus, Sevens are probably the most enthusiastic, extroverted, and outgoing type of the Enneagram. They are spontaneous and upbeat; they find life exhilarating. They are the kind of people who make ordinary life into a celebration. Sevens like to fill up their calendar with things to do: after work, a quick drink; then off to dinner and the theater; then after that, a nightcap before getting home at 2 a.m. The next night may bring the symphony, a ball game, or singing in the local choir, or a visit to new restaurant. Sevens who do not live in large cities or who do not have enough money for that diverse a lifestyle might have to make do with less lavishness. But

they still seek variety and constant experience, whether it's going to a mall or out to a movie, talking on the phone with friends, hanging out in a bar, or leafing through magazines and daydreaming about a vacation. Sevens do their best to stay up with what's new, and so their wide-ranging experience makes them a resource for others, too. They know which Italian restaurant, or cognac, or jeweler is the best; they know what new movies are worth seeing and what the latest news and trends are.

Healthy Sevens, however, know that life is most satisfying when they keep their feet on the ground and work within certain constraints. Their enthusiasm and versatility can make them productive and practical, highly creative and prolific, cross-fertilizing their many areas of interest and skills. They can be highly accomplished "Renaissance people," gifted with virtuosic talents and prodigious skills. If they suffer a setback or disappointment, Sevens bounce back with resilience and renewed energy: very little keeps them down for long.

Sevens want to try everything at least twice: once to see what it is like, and the second time to see if they liked it the first time! Of course, Sevens want their experiences to be as much fun and as enjoyable as possible, although, strictly speaking, that is not always essential. What is important to Sevens is being free, having options, and creating more possibilities for their future.

Sevens' minds are restless and filled with ideas and plans for activities to look forward to. They anticipate the future, virtually licking their lips as they foresee the delicious possibilities that await them. But Sevens do not just *think* about the future: they get out there and actually make it happen. They live their dreams by throwing themselves into action and putting their plans in motion. With their energy and enthusiasm, they get things going!

However, as their restlessness increases and they begin to fear missing out on other pleasures and experiences, average Sevens become less discriminate about the experiences they pursue. They begin to lose a sense of priorities and become hyperactive, throwing themselves into constant activity—into endless busyness. They easily feel trapped or deprived, and this makes it difficult to say "no" to themselves or to deny themselves anything. While this might seem like freedom to them, it is a kind of prison that makes it increasingly difficult for them to find satisfaction in what they are doing. They begin to believe that freedom is having no restrictions or responsibilities, but this is a false freedom, and it eventually brings them greater unhappiness.

As this occurs, Sevens begin to flee from their inner anxieties by engaging in more distractions and activities. They expect that they and their lives should be exciting and "dazzling" all the time. Increasingly uninhibited, they grab attention and discharge anxiety with storytelling, joking around, exaggeration, and wise-cracking. Others may find this behavior amusing and irreverently entertaining for a while, but for most people, even other Sevens, scattered energy eventually becomes tiresome. This only frustrates average Sevens, and unless others are willing to keep up with them, for better or worse, the

Seven moves on to greener pastures. Often, this leads to a dissipation of their energy and a loss of focus. While Sevens are often brilliant, once in flight from themselves, they often fail to actualize their many talents or live up to their potential.

In brief, Sevens want to maintain their freedom and happiness, to have a wide variety of interesting, fun experiences and choices, to keep their options open, to avoid missing out on anything worthwhile, to have more pleasure, to keep themselves excited and occupied, and to avoid and discharge pain. **Sevens do not want** to feel trapped or limited by having few choices or options, to be bored or guilty, to let their anxieties arise for long, to be slowed down, to be still and quiet for long periods of time, or to dwell in the past.

Their Hidden Side

On the surface, Sevens would like to convince themselves and everyone else that they are always feeling "fabulous"—having the time of their lives. Of course, the truth is often somewhat different. Sevens, like all human beings, are vulnerable to anxiety, depression, loneliness, and other difficult feelings. At times, Sevens sincerely want to tell others how they actually feel, but they often feel compelled to keep spirits high, even if privately they are miserable themselves. Yet they also struggle with fears of not being taken seriously and a sense that others will misinterpret their positive approach to life as a lack of feeling or depth. In private, Sevens struggle with loneliness, grief, and self-doubt and are as prone to depression as any other type. Most of all, Sevens fear a gnawing feeling that they will never really get what they truly want in life. So they settle for other pleasures that they hope will make them happy enough, or at least pleasantly distracted, from the more painful disappointments in their lives.

Relationship Issues

Sevens are often sought out as companions because of their energy, openness to experience, and high spirits. They are like a breath of fresh air to more withdrawn or subdued types and can generally be relied on to be stimulating, engaging, and fun. Sevens can also be generous with themselves and their resources. They feel that good times are best enjoyed when others are enjoying them too and they want to have someone to share their adventures and discoveries with. But the very high-energy approach that draws people to Sevens can also exhaust their partners. Others can tire of the nonstop stream of activities and plans and want more quiet time with Sevens, which less healthy Sevens may resist. Other relationship problems include these:

- Becoming so involved with expressing their thoughts and ideas that they do not really listen to others.
- Becoming impatient or critical of others' slower pace.
- Getting flighty or seeking distractions when important relationship challenges arise.
- Fearing that others will not support them if they are down or depressed.
- Expecting the partner to provide gratification, entertainment, or support immediately on demand.

- Being unwilling—or very slow—to make commitments.

Type Compatibility

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

The Passion: Gluttony

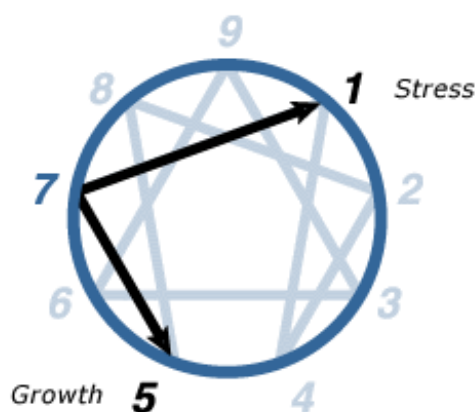
Sevens enjoy life most when they feel stimulated, awake, and refreshed by life's amazing diversity. But to the extent that they are harboring unacknowledged feelings of inner emptiness or loneliness, Sevens become anxious and can get into the habit of seeking constant stimulation as a way of distracting themselves from their anxiety. At such times, they are like starving refugees released at a banquet: they gobble up every experience that is offered to them, often without discriminating the experiences that would be most satisfying. And because their minds are so revved up with options and exciting possibilities, the experiences that they are having hold little possibility for actually getting through to them. Sevens are so much looking forward to the next great experience that the experience they are having now cannot satisfy them. Thus, they remain in a state of perpetual hunger—restlessly seeking the magic combination of circumstances that they believe will fulfil them once and for all.

At Their Best

When they are balanced and in their own center, healthy Sevens can harness their enormous enthusiasm and curiosity and still stay focused and deeply engaged with tasks until they are brought to completion. They can set priorities and work within limitations, imposing restrictions on themselves from the recognition that a certain degree of self-restraint actually makes them more productive and much happier. Healthy Sevens can say "no:" to themselves without feeling deprived because they are more in touch with their own Inner Guidance and their ability to know what will fulfill them most deeply. From this sense of fulfillment, healthy Sevens move toward others and to the world from a sense of abundance and joy, feeling intensely blessed to be alive and able to enjoy the many enriching experiences that life brings them.

Healthy Sevens are also steady and grounded, able to honor commitments and to take personal responsibility for their actions. In short, they grow up emotionally and move from being an "eternal youth" to being a mature person, able to look both inward at themselves and outward at life, accepting all that they find in both realms. They become truly "celebratory" and filled with gratitude, resolving their inner hunger and allowing them to feel that they never have to fear that they will be deprived of anything truly worthwhile.

Personality Dynamics & Variations



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

Under Stress (Seven Goes to Average One)

Sevens value their spontaneity and so tend to follow their impulses, for better or for worse. As a result, they can become scattered in their attention and energy, leaping from one promising idea to the next, from one activity to another. While this can be exciting, it often leaves Sevens frustrated with themselves because they feel that they are not accomplishing as much as they would like to. At such times, they begin to behave like average Ones—pulling in the reins on themselves and trying to get more organized and self-controlled. But because they are trying to *impose* order and control on themselves, they begin to feel trapped and restricted. This only makes them more frustrated, impatient, and irritable. They may, for instance, become critical of their own creative ideas before they have really had a chance to develop them. Similarly, they cannot avoid feeling disappointment with people and many aspects of their environment. Nothing seems to meet their expectations, and they can become harsh and perfectionistically critical with themselves and with others.

Security (Seven Goes to Average Five)

Sevens often feel it is their duty to entertain others and to keep their environment positive and exciting. Over time, this can be exhausting—even for Sevens. When they are tired of being "on" for everyone, they may choose to withdraw even from their intimates and seek seclusion and noninterference. This can come as a shock to others. ("You've been out having fun with everyone else, so why are you so quiet and unavailable with me?") They no longer want to put out energy for anyone else, and can become almost obsessively focused and preoccupied. They can also be surprisingly withdrawn and isolated, like Fives. Their body language and aloof responses let others know that they want space and privacy. At such times, Sevens make no effort to entertain or energize others. Like Fives, they retreat from contact and attempt to restore their energy.

Integration (Seven Goes to Healthy Five)

As Sevens learn to relax and to tolerate their uncomfortable feelings more completely, they stop using their restless minds to distract themselves. Their minds become quiet, clear, and focused, allowing Sevens to tap more deeply into their reserves of creativity

and insight. They are able to prioritize not by imposing some arbitrary order on themselves but by following their true interests and staying with them. Thus, they become far more productive, satisfied, and really satisfying as companions. Their capacity to find connections and to synthesize information is not drawn off into tangents—they produce results, and this gives them grounds for real confidence in themselves and in life. As they experience the world more deeply, they find each moment fascinating, profound, and revelatory. The idea of boredom becomes absurd as they savor the incredible mysteries of existence, moment by moment.

The Levels of Development

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

Healthy Levels

Level 1 (At Their Best): Assimilate experiences in depth, making them deeply grateful and appreciative for what they have. Become awed by the simple wonders of life: joyous and ecstatic. Intimations of spiritual reality, of the boundless goodness of life.

Level 2: Highly responsive, excitable, enthusiastic about sensation and experience. Most extroverted type: stimuli bring immediate responses—they find everything invigorating. Lively, vivacious, eager, spontaneous, resilient, cheerful.

Level 3: Easily become accomplished achievers, generalists who do many different things well: multi-talented. Practical, productive, usually prolific, cross-fertilizing areas of interest.

Average Levels

Level 4: As restlessness increases, want to have more options and choices available to them. Become adventurous and "worldly wise," but less focused, constantly seeking new things and experiences: the sophisticate, connoisseur, and consumer. Money, variety, keeping up with the latest trends important.

Level 5: Unable to discriminate what they really need, become hyperactive, unable to say "no" to themselves, throwing self into constant activity. Uninhibited, doing and saying whatever comes to mind: storytelling, flamboyant exaggerations, witty wise-cracking, performing. Fear being bored: in perpetual motion, but do too many things—many ideas but little follow through.

Level 6: Get into conspicuous consumption and all forms of excess. Self-centered, materialistic, and greedy, never feeling that they have enough. Demanding and pushy, yet unsatisfied and jaded. Addictive, hardened, and insensitive.

Unhealthy Levels

Level 7: Desperate to quell their anxieties, can be impulsive and infantile: do not know when to stop. Addictions and excess take their toll: debauched, depraved, dissipated escapists, offensive and abusive.

Level 8: In flight from self, acting out impulses rather than dealing with anxiety or frustrations: go out of control, into erratic mood swings, and compulsive actions (manias).

Level 9: Finally, their energy and health is completely spent: become claustrophobic and panic-stricken. Often give up on themselves and life: deep depression and despair, self-destructive overdoses, impulsive suicide. Generally corresponds to the Bipolar disorder and Histrionic personality disorder.

Personal Growth Recommendations for Type Sevens

Sevens grow by recognizing that real happiness is available anytime, anywhere: the price of admission is their willingness and ability to be quiet, to be still inside themselves, and to open their eyes to the wonder and richness of life all around them. Once Sevens understand this, they are able to assimilate their experiences in depth. They discover that every moment can make them feel deeply grateful and appreciative—truly awed by the wonders of life. Moreover, their openness and inner quiet brings them a sense of life beyond the physical, a spiritual reality, that begins to shine through the material world. The healthy Seven understands that by being still within, a quiet joy begins to pervade all of life—a deep satisfaction in existence that cannot ever be taken away.

- Recognize your impulsiveness, and get in the habit of observing your impulses rather than giving in to them. This means letting most of your impulses pass and becoming a better judge of which ones are worth acting on. The more you can resist acting out your impulses, the more you will be able to focus on what is really good for you.
- Learn to listen to other people. They are often interesting, and you may learn things that will open new doors for you. Also learn to appreciate silence and solitude: you do not have to distract yourself (and protect yourself from anxiety) with constant noise from the television or the stereo. By learning to live with less external stimulation, you will learn to trust yourself. You will be happier than you expect because you will be satisfied with whatever you do, even if it is less than you have been doing.
- You do not have to have everything this very moment. That tempting new acquisition will most likely still be available tomorrow (this is certainly true of food, alcohol, and other common gratifications—that ice cream cone, for instance). Most good opportunities will come back again—and you will be in a better position to discern which opportunities really are best for you.
- Always choose quality over quantity, especially in your experiences. The ability to

have experiences of quality can be learned only by giving your full attention to the experience you are having *now*. If you keep anticipating future experiences, you will keep missing the present one and undermine the possibility of ever being satisfied.

- Make sure that what you want will really be good for you in the long run. As the saying goes, watch what you pray for since your prayers may be answered. In the same vein, think about the long-term consequences of what you want since you may get it only to find that it becomes another disappointment—or even a source of unhappiness.

From *Discovering Your Personality Type*, pp. 145-154. See also *Personality Types*, pp. 259-96, *Understanding the Enneagram*, pp. 54-57, 105-112, and 344-346, and *The Wisdom of the Enneagram*, pp. 260-286.

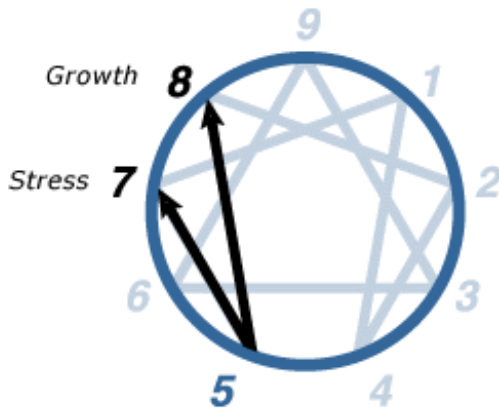
Examples

The 14th Dalai Lama, Galileo Galilei, W.A. Mozart, Thomas Jefferson, Benjamin Franklin, Amelia Earhart, Richard Feynman, Wassily Kandinsky, Ram Dass, Timothy Leary, Noel Coward, John F. Kennedy, Joe Biden, Sarah Palin, Silvio Berlusconi, Malcolm Forbes, Richard Branson, Ted Turner, Suze Orman, Leonard Bernstein, Chuck Berry, Elton John, Mick Jagger, Fergie, Miley Cyrus, Britney Spears, Katy Perry, Russell Brand, Sacha Baron Cohen, Federico Fellini, Steven Spielberg, Fred Astaire, Cary Grant, John Belushi, Joan Rivers, Bette Midler, Goldie Hawn, George Clooney, Brad Pitt, Robin Williams, Jim Carrey, Mike Meyers, Bruce Willis, Robert Downey, Jr., James Franco, Leonardo DiCaprio, Charlie Sheen, Cameron Diaz, Paris Hilton, David Duchovny, Larry King, Howard Stern, Simon Cowell, “Auntie Mame”

Personality Type FIVE: The Investigator

The Intense, Cerebral Type:

Perceptive, Innovative, Secretive, and Isolated



Generally, Fives are focused, observant, curious, insightful, expert, studious, complex, perceptive, whimsical, profound, unsentimental, exploratory, and independent.

Fives get into conflicts by being detached, preoccupied, high-strung, isolated, impractical, unconventional, uncompromising, extreme, and provocative.

At their best, Fives are visionary, pioneering, innovative, objective, understanding, playful, compassionate, and non-attached.

Recognizing Fives

Type Five exemplifies the human desire to understand, to look beneath the surface of things, and to arrive at deeper insights about reality. Fives prefer the life of the mind, both as a way of understanding the world and—given the unlimited power of imagination—as a way of escaping from aspects of reality. It would not be farfetched to say that for many Fives, the inner world of the mind and the imagination is more real and vivid than the external world. Fives tend to have an experience and then spend many hours, days—even years—understanding it and its broader context. Fives are also highly innovative and inventive. They love "tinkering around," playing with concepts and overturning the

accepted ways of doing things. This can produce extremely valuable, practical, and original works and discoveries or simply entertain them for many hours with no practical results.

Fives are truly the most independent and idiosyncratic of the personality types, the people who could most appropriately be called "loners" and "misfits." They are people who truly march to a different drummer, pursuing their interests and curiosity wherever their investigations may take them. Some Fives can seem downright odd to people while others keep their "weirdness" more below the surface. In either case, Fives are intensely determined to pursue the questions and ideas that fascinate them: so much so that relationships and financial considerations can become unimportant to them.

These qualities result from an extraordinary ability to focus their attention. Fives will stay with a problem or a question that fascinates them until it is solved, or until they discover that it is unsolvable. Boredom is unimaginable to them because there are so many fascinating things to explore, understand, and imagine. The downside is that their capacity for concentration enables them to get deeply engrossed in their complex inner worlds, sometimes to the extent that they forget their surroundings or even to take care of themselves.

Thus, Fives can get involved in work, reading, or in their own thoughts in such depth that they are often late for meetings and don't hear phone calls. They forget to eat or to take adequate care of themselves physically. They will live on soda and candy bars, or stay up all night writing a story or trying to solve an interesting problem. They will pour over the computer terminal for hours, or disappear into the stacks of the local library, only to emerge five minutes before closing with an armload of books as they head to the nearest coffee shop to continue reading.

But this doesn't mean that Fives always want to be alone or that they can't be excellent company when they are with others. When Fives find someone whose intelligence and interest they respect, they are invariably talkative and sociable. Fives love to share their insights and expertise with just about anyone who appreciates what they have to say. They also enjoy sharing their findings with others, and their observations of life's contradictions and absurdities are often served up with a whimsical sense of humor. Fives can be the most enriching of friends since they are a treasure trove of information, speculation, opinions, and intensely felt ideas. But they can also be the most impenetrable of enigmas, a mind bristling with energy and intelligence that signals "Stay away! Leave me alone to follow my thoughts wherever they may lead!" Fives are the kind of people others usually find strange, quirky, and intriguing—they always have more going on than meets the eye.

In brief, Fives want to understand reality, to possess knowledge, to find a niche for themselves that others have not explored, to be free to explore their own inner worlds, to have sufficient solitude and time for their projects, to feel confident and capable, and to unsettle the unquestioned certainties of others. **Fives do not want** to feel uninformed or

incapable, to have their competency questioned, to accept easy answers, to be intruded on (or "managed"), to be forced to respond before they feel ready, to suffer the ignorance of others, or to ask for help.

Their Hidden Side

Day for day, socially adept Fives probably spend more time by themselves than any other type. Nonetheless, Fives need companionship and connection as so all human beings. The problem is that Fives fear needing the affection and warmth of others. It as if they feel that to ask for anything from others is to risk a greater imposition on their own freedom and independence. They also believe that their own needs are so intense that if they were ever expressed or even acknowledged, they would be too much for others. In some cases, they may even believe that their needs would actually harm others. Deep down, all Fives really want to find someone safe to connect with, but they fear that doing so will cost them whatever degree of competency and self-reliance they have attained. If troubled Fives feel that their area of mastery or their independence is at risk, they may retreat from a relationship—even if they truly love the person they are leaving.

Relationship Issues

Of all the types, Fives seem most able to live without significant relationships. But that doesn't mean that they do not want one, only that they are generally unwilling to compromise their focused approach to life too much for the sake of a relationship. When they find someone who understands their world, who appreciates their interests, and whom they respect, Fives are loyal and passionate friends, partners, and lovers. They can make fascinating companions who are constantly introducing new ideas to their friends and partners. They can be funny, affectionate, and highly sexual, but they do not come to relationships easily. They remain in an uneasy balance between the desire for solitude and the desire for meaningful connection. Fives' relationship issues include the following:

- Frequently feeling intruded on, and therefore a great deal of privacy and time alone.
- Often feeling rejected and retreating from people.
- Being overwhelmed by others' emotional needs.
- Not expressing their feelings or giving few verbal or nonverbal cues, thus seeming overly "secretive" to others.
- Antagonizing or undermining the calm or beliefs of others.
- Cutting off contact with people, withdrawing into deep isolation, feeling that they are "poisonous" or bad for people.

Type Compatibility

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

The Passion: Avarice (or Hoarding)

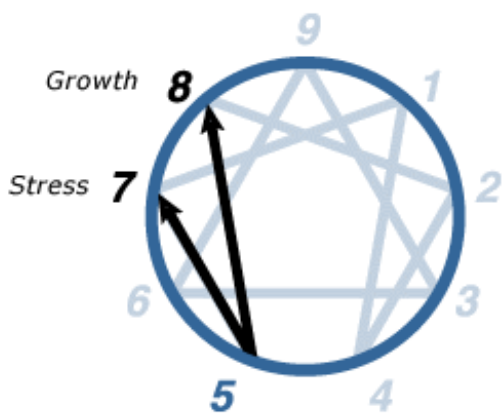
Beneath the surface image of intellectual competency that Fives present to the world, this type feels small and helpless. They feel as if there is not enough of themselves to go around and that other people's needs could easily deplete them. Thus, Fives seek to minimize their interactions with others and with the environment and to hold on to whatever basic resources they think they will need to "go it alone." Avarice is not the grasping of gluttonous Sevens; rather, it is the lack of ability to be open and generous with one's self because of fears of not being enough. Another way avarice is expressed in Fives is in the desire to memorize experiences and knowledge. Fives attempt to hold every potentially significant piece of information they have encountered in their heads, believing that eventually they will know enough to feel confident and able to handle any possible situation.

Healthy Fives observe everything with extraordinary perceptiveness and insight. Possessing a searching intelligence, they are highly mentally alert and curious: little escapes their notice. Healthy Fives are able to concentrate deeply and often notice things that other people would likely overlook or take for granted. They explore reality with a child's sense of wonder, and enjoy finding new ways of perceiving and doing things. They like to ask questions, and with healthy Fives, they are often the right questions. They enjoy learning and are excited by knowledge, which frequently leads them to becoming expert in some field. Because of their focus and attentiveness, healthy Fives attain mastery in whatever interests them.

At Their Best

Very high-functioning Fives become visionaries and discoverers, broadly comprehending the world while penetrating it profoundly. They are remarkably open-minded, understanding things precisely and as a whole. They begin to feel a deep connection with their fellow human beings and with the universe, and they often dedicate themselves to using their skill and knowledge to relieve human suffering and ignorance. They may contribute pioneering discoveries of something entirely new for the enrichment of humanity. At their best, Fives combine the wisdom and perceptiveness of their minds with heart and courage in ways that truly bring something new and valuable into the world.

Personality Dynamics & Variations



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

Under Stress (Five Goes to Average Seven)

Fives usually cope with difficulties by retreating into their minds where they feel more confident and in control. But Fives cannot retreat indefinitely, and eventually they need stimulation and interaction. Fives also tend to be nervous and high-strung, so when there is no outlet for their nervous energy, it builds up, eventually expressing itself in restlessness and hyperactivity. (Fives can become literally "restless"—and often develop insomnia.) Anxiety causes their minds to overheat, and to jump from one thought to the next. Much of their characteristic focus gets scattered. After being alone and concentrating for so long, they begin to overcompensate by overdoing their activities and lurching from one promising idea or experience to another. They become like a starving person at a banquet, and their scattered, hyperactive behavior can look like that of an average Seven. At such times, usually quiet Fives may become very talkative, impulsive, and flighty. Their underlying anxiety gets acted out in compulsive, even manic, behavior in ways that resemble lower-functioning Sevens.

Security (Five Goes to Average Eight)

Most often, if Fives feel that others are intruding on them or imposing their wills, they will simply leave quietly if they can or shut down into a detached, disdainful silence. With people or situations in which they have more confidence, however, Fives may suddenly risk behaving like average Eights, forcefully asserting their boundaries and confronting anyone or anything that displeases them. They become feisty, argumentative, and relentlessly provocative. In this mode, they take a tough stance, putting everyone on notice that they cannot be trifled with, but in ways that often cause people to react against them. They may become domineering, even aggressive, while questioning others' competency.

Integration (Five Goes to Healthy Eight)

As Fives begin to understand the emotional cost of their self-imposed isolation, they begin to risk deeper, more complete, contact with themselves and with the world. They become more grounded, more in touch with their bodies and their life energy, giving them more confidence and solidity. As this process deepens, integrating Fives naturally begin

to express many qualities of the healthy Eight: they demonstrate leadership, courage, practical wisdom, and the willingness to take responsibility. They move from feeling small and powerless to feeling grounded and capable. Their knowledge and insight are then in service to objective needs in their world, and they are sought by others as sources of wisdom, compassion, and quiet strength.

The Levels of Development

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

Healthy Levels

Level 1 (At Their Best): Become visionaries, broadly comprehending the world while penetrating it profoundly. Open-minded, take things in whole, in their true context. Make pioneering discoveries and find entirely new ways of doing and perceiving things.

Level 2: Observe everything with extraordinary perceptiveness and insight. Most mentally alert, curious, searching intelligence: nothing escapes their notice. Foresight and prediction. Able to concentrate: become engrossed in what has caught their attention.

Level 3: Attain skillful mastery of whatever interests them. Excited by knowledge: often become expert in some field. Innovative and inventive, producing extremely valuable, original works. Highly independent, idiosyncratic, and whimsical.

Average Levels

Level 4: Begin conceptualizing and fine-tuning everything before acting—working things out in their minds: model building, preparing, practicing, and gathering more resources. Studious, acquiring technique. Become specialized, and often "intellectual," often challenging accepted ways of doing things.

Level 5: Increasingly detached as they become involved with complicated ideas or imaginary worlds. Become preoccupied with their visions and interpretations rather than reality. Are fascinated by off-beat, esoteric subjects, even those involving dark and disturbing elements. Detached from the practical world, a "disembodied mind," although high-strung and intense.

Level 6: Begin to take an antagonistic stance toward anything which would interfere with their inner world and personal vision. Become provocative and abrasive, with intentionally extreme and radical views. Cynical and argumentative.

Unhealthy Levels

Level 7: Become reclusive and isolated from reality, eccentric and nihilistic. Highly unstable and fearful of aggressions: they reject and repulse others and all social attachments.

Level 8: Get obsessed yet frightened by their threatening ideas, becoming horrified, delirious, and prey to gross distortions and phobias.

Level 9: Seeking oblivion, they may commit suicide or have a psychotic break with reality. Deranged, explosively self-destructive, with schizophrenic overtones. Generally corresponds to the Schizoid Avoidant and Schizotypal personality disorders.

Personal Growth Recommendations for Type Fives

Fives grow by recognizing that real confidence lies not simply in intellectual mastery but in putting themselves out into the world. Fives usually derive their confidence through the development of their minds, but they really need to bring balance to their psyches by developing a deeper relationship with their bodies and feelings. Growth for a Five requires allowing themselves to see how estranged they are from their actual living selves and acknowledging all of the deep needs that they have denied since early childhood. Fives actually feel things deeply, but they are extremely restrained in their ability to express their feelings. Developing trust of others, sharing what they are experiencing, and identifying with their feelings are all crucial for them to blossom fully as human beings. All of this becomes much easier when Fives are grounded in their bodies.

- Learn to notice when your thinking and speculating takes you out of the immediacy of your experience. Your mental capacities can be an extraordinary gift, but can also be a trap when you use them to retreat from contact with yourself and others. Stay connected with your physicality.
- You tend to be extremely intense and so high-strung that you find it difficult to relax and unwind. Make an effort to learn to calm down in a healthy way, without drugs or alcohol. Exercising or using biofeedback techniques will help channel some of your tremendous nervous energy. Meditation, jogging, yoga, and dancing are especially helpful for your type.
- You see many possibilities but often do not know how to choose among them or judge which is more or less important. When you are caught in your fixation, a sense of perspective can be missing, and with it the ability to make accurate assessments. At such time, it can be helpful to get the advice of someone whose judgment you trust while you are gaining perspective on your situation. Doing this can also help you trust someone else, a difficulty for your type.
- Notice when you are getting intensely involved in projects that do not necessarily support your self-esteem, confidence, or life situation. It is possible to follow many different fascinating subjects, games, and pastimes, but they can become huge distractions from what you know really need to do. Decisive action will bring more confidence than learning more facts or acquiring more unrelated skills.
- Fives tend to find it difficult to trust people, to open up to them emotionally, or to make themselves accessible in various ways. Their awareness of potential

problems in relationships may tend to create a self-fulfilling prophecy. It is important to remember that having conflicts with others is not unusual and that the healthy thing is to work them out rather than reject attachments with people by withdrawing into isolation. Having one or two intimate friends whom you trust enough to have conflicts with will enrich your life greatly.

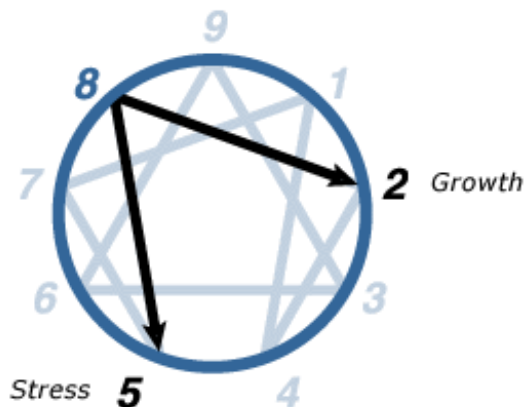
From *Discovering Your Personality Type*, pp. 126-134. See also *Personality Types*, pp. 173-215, *Understanding the Enneagram*, pp. 49-52, 92-98, and 339-41, and *The Wisdom of the Enneagram*, pp. 206-232.

Examples

Siddhartha Gautama Buddha, Albert Einstein, Oliver Sacks, John Nash (*A Beautiful Mind*), Stephen Hawking, Vincent van Gogh, Edvard Munch, Georgia O'Keefe, Salvador Dali, Alberto Giacometti, Emily Dickinson, Friedrich Nietzsche, Agatha Christie, James Joyce, Jean-Paul Sartre, Susan Sontag, Stephen King, Ursula K. LeGuin, Clive Barker, Bill Gates, Mark Zuckerberg, Jane Goodall, A.H. Almaas, Eckhart Tolle, Meredith Monk, Glenn Gould, John Cage, Kurt Cobain, David Byrne, Peter Gabriel, Laurie Anderson, Jane Siberry, Trent Reznor, Tom York (Radio Head), Alfred Hitchcock, Marlene Dietrich, Stanley Kubrick, David Cronenberg, Werner Herzog, Tim Burton, David Lynch, David Fincher, Jodie Foster, "The Far Side" Gary Larson, Annie Liebovitz, Bobby Fischer, "Wikileaks" Julian Assange, Aaron Swartz, X-Files' "Fox Mulder," Dr. Gregory "House"

Personality Type EIGHT: The Challenger

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



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

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

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

Recognizing Eights

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

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

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

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

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

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

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

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

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

Their Hidden Side

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

Relationship Issues

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

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

Type Compatibility

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

The Passion: Lust

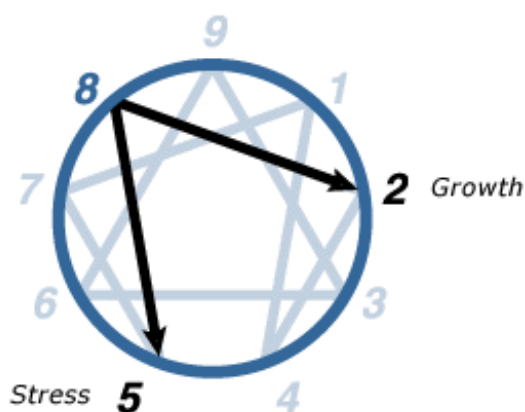
Eights want to feel intensely alive: they love the sense of immediacy they get from being engaged with life fully. They do not have much patience with lukewarm responses or half-hearted actions from others. But this desire to be vital and alive can easily deteriorate into a need to constantly *push against*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

At Their Best

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

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

Personality Dynamics & Variations



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

Under Stress (Eight Goes to Average Five)

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

Security (Eight Goes to Average Two)

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

Integration (Eight Goes to Healthy Two)

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

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

The Levels of Development

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

Healthy Levels

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

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

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

Average Levels

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

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

Level 6: Become highly combative and intimidating to get their way: confrontational, belligerent, creating adversarial relationships. Everything a test of wills, and they will not back down. Use threats and reprisals to get obedience from others, to keep others off balance and insecure. However, unjust treatment makes others fear and resent them, possibly also band together against them.

Unhealthy Levels

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

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

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

Personal Growth Recommendations for Type Eights

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

- It goes against the grain, but act with self-restraint. You show true power when you forbear from asserting your will with others, even when you could. Your real power lies in your ability to inspire and uplift people. You are at your best when you take charge and help everyone through a crisis. Few will take advantage of you when you are caring, and you will do more to secure the loyalty and devotion of others by showing the greatness of your heart than you ever could by displays of raw power.
- It is difficult for Eights, but learn to yield to others, at least occasionally. Often, little is really at stake, and you can allow others to have their way without fear of sacrificing your power, or your real needs. The desire to dominate everyone all the time is a sign that your ego is beginning to inflate—a danger signal that more serious conflicts with others are inevitable.
- Remember that the world is not against you. Many people in your life care about you and look up to you, but when you are in your fixation, you do not make this easy for them. Let in the affection that is available. Doing this will not make you weak, but will confirm the strength and support in yourself and your life. Also remember that by believing that others are against you and reacting against them, you tend to alienate them and confirm your own fears. Take stock of the people who truly are on your side, and let them know how important they are to you.
- Eights typically want to be self-reliant and depend on no one. But, ironically, they depend on many people. For example, you may think that you are not dependent on your employees because they depend on you for their jobs. You could dismiss them at any time and hire other workers. Everyone is expendable in your little kingdom—except you. But the fact is that you are dependent on others to do their jobs too, especially if your business concerns grow beyond what you can manage alone. But

if you alienate everyone associated with you, you will eventually be forced to employ the most obsequious and untrustworthy operatives. When you do, you will have reason to question their loyalty and to fear losing your position. The fact is that whether in your business world or your domestic life, yourself-sufficiency is largely an illusion.

- Eights typically overvalue power. Having power, whether through wealth, position, or simple brute force, allows them to do whatever they want, to feel important, to be feared and obeyed. But those who are attracted to you because of your power do not love you for yourself, nor do you love or respect them. While this may be the Faustian bargain you have made, you will nevertheless have to pay the price that whatever power you accumulated will inevitably be at a cost you, physically and emotionally.

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

Examples

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