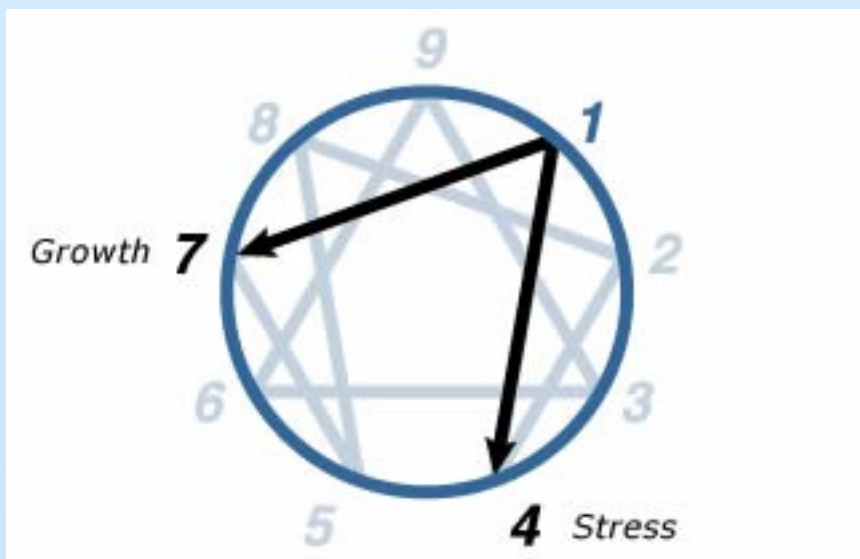


1 - ONE - THE REFORMER

The Rational, Idealistic Type:

- Principled,
- Purposeful,
- Self-Controlled,
- and Perfectionistic



Type One in Brief

Ones are conscientious and ethical, with a strong sense of right and wrong. They are teachers, crusaders, and advocates for change: always striving to improve things, but afraid of making a mistake. Well-organized, orderly, and fastidious, they try to maintain high standards, but can slip into being critical and perfectionistic. They typically have problems with resentment and impatience. At their Best: wise, discerning, realistic, and noble. Can be morally heroic.

- Basic Fear: Of being corrupt/evil, defective
- Basic Desire: To be good, to have integrity, to be balanced
- Enneagram One with a Nine-Wing: "The Idealist"
- Enneagram One with a Two-Wing: "The Advocate"

Key Motivations: Want to be right, to strive higher and improve everything, to be consistent with their ideals, to justify themselves, to be beyond criticism so as not to be condemned by anyone.

The Meaning of the Arrows (in brief): When moving in their Direction of Disintegration (stress), methodical Ones suddenly become moody and irrational at Four. However, when moving in their Direction of Integration (growth), angry, critical Ones become more spontaneous and joyful, like healthy Sevens.

Examples: Confucius, Plato, Salahuddin Ayyubi, Joan of Arc, Sir Thomas More, Mahatma Gandhi, Pope John Paul II, Nelson Mandela, Margaret Thatcher, Prince Charles, Kate Middleton, Duchess of Cambridge, Jimmy Carter, Michelle Obama, Al Gore, Hilary Clinton, Rudy Giuliani, Elliot Spitzer,



Justice Sandra Day O'Connor, Osama bin Laden, George Bernard Shaw, Thoreau, Dr. Jack Kevorkian, Anita Roddick (The Body Shop), Martha Stewart, Chef Thomas Keller, Michio Kushi (macrobiotics), George Harrison, Joan Baez, Celine Dion, Ralph Nader, Noam Chomsky, Bill Moyers, George F. Will, William F. Buckley, Keith Olbermann, Jerry Seinfeld, Bill Maher, Tina Fey, Katherine Hepburn, Maggie Smith, Emma Thompson, Julie Andrews, Vanessa Redgrave, Jane Fonda, Meryl Streep, Harrison Ford, Helen Hunt,

Type One Overview

We have named personality type One The Reformer because Ones have a "sense of mission" that leads them to want to improve the world in various ways, using whatever degree of influence they have. They strive to overcome adversity—particularly moral adversity so that the human spirit can shine through and make a difference. They strive after higher values, even at the cost of great personal sacrifice.

History is full of Ones who have left comfortable lives to do something extraordinary because they felt that something higher was calling them. During the Second World War, Raoul Wallenberg left a comfortable middle-class life to work for the protection of thousands of European Jews from invading Nazis. In India, Gandhi left behind his wife and family and life as a successful lawyer to become an itinerant advocate of Indian independence and non-violent social changes. Joan of Arc left her village in France to restore the throne to the Dauphin and to expel the English from the country. The idealism of each of these Ones has inspired millions.

Ones are people of practical action they wish to be useful in the best sense of the word. On some level of consciousness, they feel that they have a mission to fulfill in life, if only to try their best to reduce the disorder they see in their environment.

Although Ones have a strong sense of purpose, they also typically feel that they have to justify their actions to themselves, and often to others as well. This orientation causes Ones to spend a lot of time thinking about the consequences of their actions, as well as about how to keep from acting contrary to their convictions. Because of this, Ones often persuade themselves that they are head types, rationalists who proceed only on logic and objective truth. But, the real picture is somewhat different: Ones are actually activists who are searching for an acceptable rationale for what they feel they must do. They are people of instinct and passion who use convictions and judgments to control and direct themselves and their actions.

In the effort to stay true to their principles, Ones resist being affected by their instinctual drives, consciously not giving in to them or expressing them too freely. The result is a personality type that has problems with repression, resistance, and aggression. They are usually seen by others as highly self-controlled, even rigid, although this is not how Ones experience themselves. It seems to them that they are sitting on a cauldron of passions and desires, and they had better keep the lid on lest they and everyone else around them regret it.

Cassandra is a therapist in private practice who recalls the difficulty this caused her in her youth.

I remember in high school getting feedback that I had no feelings. Inside, I felt my feelings intensely and yet I just couldn't let them out as intensely as I felt them. Even now, if I have a conflict with a friend and need to address an issue, I rehearse ahead of time how to express clearly what I want, need, and observe, and yet not be harsh or blaming in my anger which is often scathing.

Ones believe that being strict with themselves (and eventually becoming perfect will justify them in their own eyes and in the eyes of others. But by attempting to create their own brand of perfection, they often create their own personal hell. Instead of agreeing with the statement in Genesis that God saw what He had created, and it was good, Ones intensely feel that "It wasn't there obviously have been



some mistakes here! This orientation makes it difficult for them to trust their inner guidance indeed, to trust life. Ones come to rely heavily on their superego, a learned voice from their childhood, to guide them toward "the greater good" which they so passionately seek. When Ones have gotten completely entranced in their personality, there is little distinction between them and this severe, unforgiving voice. Separating from it and seeing its genuine strengths and limitations is what growth for Ones is about.

Type One - Levels of Development

Healthy Levels

Level 1 (At Their Best): Become extraordinarily wise and discerning. By accepting what is, they become transcendently realistic, knowing the best action to take in each moment. Humane, inspiring, and hopeful: the truth will be heard.

Level 2: Conscientious with strong personal convictions: they have an intense sense of right and wrong, personal religious and moral values. Wish to be rational, reasonable, self-disciplined, mature, moderate in all things.

Level 3: Extremely principled, always want to be fair, objective, and ethical: truth and justice primary values. Sense of responsibility, personal integrity, and of having a higher purpose often make them teachers and witnesses to the truth.

Average Levels

Level 4: Dissatisfied with reality, they become high-minded idealists, feeling that it is up to them to improve everything: crusaders, advocates, critics. Into "causes" and explaining to others how things "ought" to be.

Level 5: Afraid of making a mistake: everything must be consistent with their ideals. Become orderly and well-organized, but impersonal, puritanical, emotionally constricted, rigidly keeping their feelings and impulses in check. Often workaholics anal-compulsive, punctual, pedantic, and fastidious.

Level 6: Highly critical both of self and others: picky, judgmental, perfectionistic. Very opinionated about everything: correcting people and badgering them to do the right thing as they see it. Impatient, never satisfied with anything unless it is done according to their prescriptions. Moralizing, scolding, abrasive, and indignantly angry.

Unhealthy Levels

Level 7: Can be highly dogmatic, self-righteous, intolerant, and inflexible. Begin dealing in absolutes: they alone know "The Truth." Everyone else is wrong: very severe in judgments, while rationalizing own actions.

Level 8: Become obsessive about imperfection and the wrongdoing of others, although they may fall into contradictory actions, hypocritically doing the opposite of what they preach.

Level 9: Become condemnatory toward others, punitive and cruel to rid themselves of wrongdoers. Severe depressions, nervous breakdowns, and suicide attempts are likely. Generally corresponds to the Obsessive-Compulsive and Depressive personality disorders.



Type One (the Reformer)

with

Type One (the Reformer)

What Each Type Brings to the Relationship

As with all double-type relationships, two Enneagram Ones bring the same general qualities to each other. Therein lies both a main source of the attraction as well as one of the main pitfalls of this pair. Two Ones will be concerned with fairness, truthfulness, keeping agreements, schedules, consistency, and treating the other with respect and dignity. Work and taking care of responsibilities will tend to come first, with play and pleasure taking a back seat for this couple. Vacations and leisure, partying and recreation will all be fitted in after the more important things are accomplished. Each will feel like (and take the role of) the adult in most situations, making for a highly competent, rational approach to life and problem solving.

In their dealings with each other (as well as with family and friends), two Ones will want to be objective and reasonable, fair and truthful above all else—and will seek these qualities in others. They create an atmosphere of clarity and precision in which their own interactions with each other (and with friends and family) feel clean—not sticky or sentimental or loaded with unspoken ulterior motives. A double One pairing often is created and sustained by shared ideals as well as the desire to put those ideals into practice. Both Ones are typically people who have solid convictions which they enjoy talking about, often with noteworthy articulateness and passion. They also typically have a certain strength of character and a degree of wisdom—which both admire in the other. They could not bear being in a relationship with someone they did not respect and whose character was not sterling. Ones bring their hard-earned wisdom to others, above all, by fighting for tolerance, dignity, and rights of everyone.

Potential Trouble Spots or Issues

Both Ones are governed by a strong sense of right and wrong as well as a sense of responsibility, giving them a feeling of self-restraint and a tendency to feel responsible both for themselves and for everything else in their lives—including the quality of the relationship itself. There can be a noticeable tone of formality in this combination with a reluctance to say or do anything that would be undignified or out of keeping with their sense of propriety and appropriateness. They will have little tolerance for sloppiness, error, or whatever they define as childish behavior in anyone. Irritation and condescending sarcasm are how they express anger with each other, occasionally exploding into a litany of long-standing grievances that have been loaded in their mental account books. Easily frustrated by mistakes or lapses in themselves, they are equally aware of short-comings in each other.

Average Ones can begin to make the other into a perpetual, unfinished improvement project, although two Ones may well find it too uncomfortable to treat each other this way. They may strike an unspoken deal with each other in which their main criticisms are directed toward others or toward social problems instead. They may bond with each other by becoming indignant about issues and the errors and foolishness of others. They may thus climb atop Olympus together and look down on the world from their privileged, condescending vantage point. Depending on their Level of health, double One couples tend to find few people who measure up to their high standards, with the result that there are fewer social interactions and increasing self-imposed isolation. Some eccentricity and strange habits (both personally and as a couple) can result as they withdraw more completely from most human connections. Two Ones can begin to feel that they are all the world they need—but it can begin to be a cold, unforgiving world as they also begin to barely tolerate each other.



Type One (the Reformer)

with

Type Two (the Helper)

What Each Type Brings to the Relationship

Enneagram Ones and Twos are a complementary couple since both offer the other the example of their own qualities. Both types are highly dutiful and are attracted to service roles and occupations: both may be teachers, ministers, or health care workers who have long hours and many responsibilities. One and Two couples are often professionals whose work takes them out of the house and requires the focus of their attention to be on the needs of others, not on the relationship itself or even on themselves personally. People in this kind of relationship are often unusually mature and independent and able to obtain their emotional needs from a variety of people and connections, including their professional ones. They bring high ideals, strong ethical standards, and the desire to serve others to the relationship itself, keeping the relationship strong and in touch with solid values and practical perspectives.

The relationship is built around shared values: both are on a path of some kind together. Twos bring the nurturing and feelings that Ones do not easily allow themselves: they help Ones soften and relax. On the other hand, Ones bring integrity, conscientiousness, responsibility, and consistency. They are steady, reliable, and truthful. Ones commit strongly which makes the Two feel secure and that they won't be abandoned. Further, Twos bring warmth, a concern with people and a willingness to make exceptions to the rule for individuals in need. They are aware of suffering and work hard and generously to alleviate it wherever they can. Twos are more convivial and welcoming than Ones and can warm up the One's more typically reserved exterior—which most Ones are glad to have happen.

Potential Trouble Spots or Issues

For as concerned about the needs of others as Ones and Twos are, ironically, they tend not to be very aware of their own needs or able to express them easily. Ones feel that life is serious business and that work must always come before play; the lower impulses of the self must be held tightly in check. Twos feel that they must take care of everyone else's needs before they are allowed to have needs themselves. Life is about serving others and making themselves useful to so that others will need them and want them in their lives. Both Ones and Twos, therefore, find it difficult to talk about what they are actually feeling, what is actually going on in the relationship, and what they actually want. In this kind of relationship, there are often ulterior motives and unstated agendas, with no one able to admit that they are not getting what they want—much less that they might not be happy or fulfilled. For both, getting what they want feels selfish and forbidden. Ones can begin to feel disappointed by the Two's tendency to give so much of themselves to others and to be so unregulated regarding time and attention. Twos can seem to Ones to be everywhere else serving on yet another committee or charitable group but in the home or at their job, fulfilling their primary responsibilities.

On the other hand, Twos can see Ones as too impersonal and unconcerned with others, not sympathetic or charitable enough. They can begin to be disappointed in the reality of the One's idealism, thinking that Ones may love humanity but have little real compassion for real people. Ones can be uncomfortable with the Two's effusiveness and need for contact; Twos can be uncomfortable with the One's sarcasm and irritability. Both will simmer with anger that will slowly but inexorably, lead to escalating arguments. Both can begin to become condemnatory and critical of the other as the relationship drifts apart.



Type One (the Reformer)

with

Type Three (the Achiever)

What Each Type Brings to the Relationship

Enneagram Ones and Threes are both competent, serious minded, and idealistic. This is a highly task-oriented relationship, with both partners driven to hard work and to be intensely aware when, individually and collectively, they are not measuring up to their own expectations and high standards. Both parties can bring selflessness, self-discipline, good work habits, and the ability to put aside their personal feelings for the sake of the objective good that needs to be done. Both types are used to working so hard that they often succeed, garnering admiration from those around them and attaining places of leadership and responsibility. The One and Three combination can be dazzlingly accomplished, high energy, extraordinarily competent and impressive both individually and collectively. They both strive after excellence, both as an ideal and as something to personally embody. Sometimes they succeed so well that this pairing virtually glows with self-confidence and the thrill of their own talents. They strive to make each other proud of them, someone the other can look up to and show off to his or her friends and family. They enjoy planning and organizing their lives, dividing up responsibilities after seeing who is objectively better at which tasks. Both thrive on respect and give each other personal space.

There are only two other equally goal-oriented pairings, a One with One combination and a Three with Three pairing, although since these both are same type pairings, they typically have blind spots that these combinations will need to be aware of. Because the One/Three is a mixed pair, this produces a powerful coalition that is capable of dealing both with ideals and with practical matters. They will try to solve problems in the relationship by discussing the issues involved since neither likes emotionally charged bickering or unresolved issues. Ones help Threes to be more grounded and realistic; Threes help Ones stretch themselves and not be so perfectionistic. They are both industrious and persistent, efficient and concerned with excellence and with making a real difference in the world.

Potential Trouble Spots or Issues

If this relationship gets into trouble, it is often over time commitments, lack of emotional attachment to each other, and a creeping sense of competition. Further, Ones tend to find Threes too workaholic, pragmatic, and too concerned with image and with their reputations rather than with principle. Ones can see Threes as tending to cut corners in ethical matters, willing to exaggerate or fudge the truth in order to achieve whatever they are after. They can also become critical of Threes if they change their goals pragmatically, dropping efforts or switching positions when something does not work for them. Ones may also have issues with Threes attempting to reinterpret ethical questions and with not owning up to their personal behavior, including their behavior regarding fidelity in the relationship itself.

On the other hand, Threes tend to find Ones too rigid and judgmental in their attitudes and inflexible in various areas. While Threes generally value Ones' organizational ability and ability get things done, Threes can also feel that Ones are too narrow-minded and methodical, too perfectionistic and focused on details rather than results. Threes may have issues with Ones about feeling they are being stifled or judged both for their attitudes and for their actions. Threes thrive on praise, but stressed Ones are unable to give any credit to themselves, much less to anyone else. Threes see Ones' critiques of them as nitpicking and time wasting. Eventually, Threes start avoiding Ones, triggering Ones' abandonment issues and more anger and criticism. Both gradually lose respect for the other: Ones losing respect for the Three's integrity, and Threes losing respect for Ones effectiveness. An open break can occur, but if



both find the relationship useful, it can endure as a professional marriage without much passion but because it is useful to both parties for their continued professional success and personal status.



Type One (the Reformer)

with

Type Four (the Individualist)

What Each Type Brings to the Relationship

Enneagram Ones and Fours have an intense mutual interest to bring something good and beautiful into the world. Both are idealistic and concerned with getting it right in their work and self-expressions. Both see how things could be, how a project could become an expression of an ideal form, if all went well. By working together, something universal and transcendent could result in their work and in their relationship itself. Ones bring a desire for objectivity, truth, value, and reason to the relationship. They offer self-discipline, good work habits, and regularity to the relationship. Ones are conscientious and will sublimate themselves and their personal needs for the greater good, including the shared vision and goals that they feel are at the core of the relationship itself. Ones can act as valuable sounding boards for Fours, offering advice and wisdom when Fours get confused by the multitude of their feelings or their self-doubts. Fours bring creativity, intense feelings, sensuality, spontaneity, inspiration, and the ability to tap into dreams, the unconscious, and other universal forces. Their expressiveness and emotionality can be a welcome counterbalance to the One's typical formality and sense of order and reason.

Fours give Ones permission to explore and express the full range of the One's feelings and passions. Ones help Fours actualize their dreams by supporting creativity with healthy self-discipline and appropriate structure. In general, Ones bring self-restraint to the relationship, which may act as a model for Fours, who tend to be more unregulated. Both types have a taste for refinement, beauty, and a cultivation of the arts, and if both appreciate what the other offers, they can make a long lasting, productive team that helps balance the limitations of the other while bringing out qualities that each lacks—one of the primary functions of all good relationships.

Potential Trouble Spots or Issues

A relationship between Ones and Fours can sometimes be like mixing oil and water: they tend to separate quickly because they see things from the opposite points of view. Ones think that they are almost always being sensible and objective, while Fours do not try to be "objective"—they want to see things from the subjective, personal side. While both bring a kind of idealism to the relationship, it is usually idealism applied to different things. Ones will be idealistic about social causes, morality, politics, and global issues, while Fours are idealistic, even perfectionistic, about aspects of their personal lives—their lifestyle, their mate, and their choice of work. Both can reinforce each other's sense of superiority, leading to elitism and snobbery toward others. Both can become disdainful and condescending toward those who have less breeding, taste, or sense of refinement—and the habit of being disappointed in others can be turned against each other as well.

Both types are ironically highly aware of their impulses, their sensuality, their longings and frustrations, but they both attempt to handle these issues in diametrically different ways. Thus, one of the biggest areas of conflict between Ones and Fours is in self-discipline versus self-indulgence, between personal and emotional impulses either being acted out (Fours) or being suppressed (Ones). Ones can begin to see Fours as hopelessly emotional, self-absorbed and self-indulgent, while Fours can begin to see Ones as insufferably rigid, judgmental, and cold. Fours can become as angry, critical, intolerant, and self-righteous as low-functioning Ones, and Ones can become as melancholy, self-pitying, alienated, and depressed as low-functioning Fours. In short, Ones and Fours may end by being disaffected with each other for being the way they are: they are not an imagined ideal. Both can be unforgiving, keeping scores and remembering long-past hurts. The relationship can deteriorate into bitter frustration with



each other and end as the result of rancorous arguments.



Type One (the Reformer)

with

Type Five (the Investigator)

What Each Type Brings to the Relationship

Enneagram Ones and Fives are alike in many ways, particularly in their reticence to show their emotions directly and in their identification with their minds. Both see themselves as fact-oriented, although Fives are more purely mental while Ones like their ideas and philosophies to have practical ramifications. Both bring to their relationship a desire to be objective; they both want to avoid falling into sentimentality, or to allow their feelings to cloud their mental clarity. Ones and Fives share a rich mental life of intellectual stimulation, curiosity, and a multiplicity of mutual interests—from the opera to sports to politics to economics to history, and so forth. Ones and Fives often enjoy each other's company and intellectual stimulation, loving to debate and admiring the intelligence and expertise exhibited by the other. Unexpectedly, they tickle each other's funny bone—this pair loves to laugh together at life's absurdities. Child rearing, traveling, building a house, shared hobbies, or other complex activities are mutually stimulating and bonding for them.

They both are highly respectful of personal boundaries, rarely being the one to make the first move in anything regarding intimacy unless they have pretty strong signals from the other that they would be welcomed. Thus, Ones and Fives tend to bring a certain formality and courtesy to each other that can be charmingly courtly and old-fashioned. Ones add to this a concern with logic and order, with systematic thinking, attention to details and the desire to improve the world around them. Fives bring curiosity, the willingness to be intellectually (and sexually) adventuresome, a taste for the bizarre and illogical, and the ability to relish disorder, chaos, and lack of apparent meaning. There is quiet affectionate appreciation in this pairing. If romance develops, it develops slowly but deeply.

Potential Trouble Spots or Issues

As intellectual as both types tend to be, they are also opposites in important areas, and this can lead to conflicts and the eventual breakdown of their relationship. Most seriously, Ones tend to believe in the objectivity of certain truths and believe that once these are known, there is the possibility of arriving at objective certitude. Ones feel that their ideals and philosophy have given them contact with some form of ultimate Truth, and therefore they are living from a viewpoint in which acquiring certainty is a moral imperative. Fives, on the other hand, feel that there is no such thing as objective truth, merely possible interpretations for what seems to be objective reality. We may come to some degree of consensus, but that does not necessarily mean that our consensus reflects anything completely objective. It just means that we choose to think the same way. Fives are thus skeptics and debunkers of certitude. They love to debate and deflate ironclad philosophies and self-righteously held positions wherever they find them. Thus, less healthy Ones can drift into various forms of fundamentalism, believing that they hold the key to truth, while Fives can become provocative nihilists, believing that there is no truth.

In a relationship, both types find it very difficult to change their basic philosophies of life—and they both find it difficult to respect anyone who believes the opposite of them. Yet both can respect the other's boundaries to a fault, not wanting to impose their own beliefs on the other. The relationship can thus become cool and distant, impersonal and analytic, tinged with resignation and cynicism. Ones can feel that Fives are too impractical and endlessly concerned with irrelevancies; Fives can feel that Ones are too serious and rigid and that they take their opinions far too seriously. Both can become too self-contained, evolving their lives in separate spheres—perhaps only getting together for occasional meals, to sleep, or to solve pressing problems. Coldness and isolation take over and may last for years, without



either of them realizing it very clearly much less feeling that either of them can do very much about it.



Type One (the Reformer)

with

Type Six (the Loyalist)

What Each Type Brings to the Relationship

Enneagram Ones and Sixes are alike in many ways and they are often misidentified with each other. Both types are extremely hard workers, conscientious, serious minded, and have a strong sense of duty and honor. They both care deeply about truth and commitment, and both have a desire to serve others and improve the world. Both have a guiding sense of purpose, often lead by deeply held beliefs and ideals. Of course, they also bring other qualities that are especially their own. Ones bring a sense of reason and mental clarity, the ability to think clearly under pressure and to come to firm decisions quickly. They are more sure of themselves and their opinions than Sixes tend to be, so Ones often serve as the leader in a One-Six relationship, making the final decision and taking responsibility for it. Ones also bring a concern for order and consistency, for logic and elegance that is sometime lacking in Sixes. They may also bring a distinct idealism that has little to do with personal loyalty or hero worship (as it may in a Six).

On the other hand, Sixes bring warmth, more emotional responsiveness and availability, generosity, and playfulness that can be endearing and which can make Ones think twice about their certitudes and positions. Sixes also have the ability to connect with people in a more direct and human way than Ones tend to do. These qualities are attractive to the other and they can make this couple a dynamic and yet highly stable team, provided their fundamental beliefs are in alignment. They take responsibility in relationships, sharing burdens and chores equally. They also feel that they can count on the other: they are steadfast, loyal, and faithful to each other, wanting to build a solid foundation together. Because both can count on the other, this gives both room to relax—something they both need to do more often.

Potential Trouble Spots or Issues

As stress increases, Ones become more critical and judgmental of everyone including themselves and their partner. They tend to be a clear case of all work and no play, making them fairly joyless and difficult to be around even in the average Levels. Ones begin to feel that others are not trying hard enough, are not serious enough, or not mature and meticulous enough—or certainly not as much as Ones are themselves. This creates resentment and accusations and fairly constant bickering which can be extremely wearing on Sixes more than it is on Ones. As they become more stressed, Sixes become increasingly emotionally reactive, worrying and insecure, looking to their partner to be a bulwark of stability and fairness. What Sixes find instead are Ones who are critical, faultfinding, and rejecting—driving Sixes deeper into their feelings of anxiety and insecurity. This often makes Sixes begin to doubt the future of the relationship, feeling that it is likely doomed, which can often become a self-fulfilling prophesy.

If tensions continue, Sixes will be increasingly defensive and evasive; they will also tend to work harder and to stay away from home more frequently so that they can avoid spending time with the One. Sixes will also find it difficult to talk directly about their feelings or fears, and so little gets adequately aired out. As Sixes become more inconsistent and unreliable, these reactions fuel the One's resentment and disappointment in them. Stalwart Sixes begin to not show up or do even the minimum of what is expected of them, driving Ones into fits of frustration and apoplexy. Moreover, Ones find the anxieties and defensiveness of Sixes frustrating and they begin to be angry and condescending toward them. Ones will become increasingly cold and critical until Sixes lash out at them, blaming them for their predicament. Anger, resentment, accusations, and name-calling can be part of the picture as the



relationship deteriorates.



Type One (the Reformer)

with

Type Seven (the Enthusiast)

What Each Type Brings to the Relationship

Enneagram Ones and Sevens have a particular complementary and reciprocal relationship. They are opposites who can either bring something needed to the other person, thereby helping both to achieve new growth (or, as we will see) they can drive each other further apart by playing on each other's weaknesses whether consciously or not. Ones bring conscientiousness, orderliness, good work habits, methodical attention to detail, and a pleasure in maintaining excellence and high standards. Sevens bring spontaneity, high energy, curiosity, an orientation toward fun and adventure, the desire to try new things, and an ability to not get too hung up with getting everything done perfectly. Both types can be initiators and planners, future-oriented and idealistic, although Sevens tend to prefer having multiple options and to keep all plans loose enough so that they can be changed as needed. They bring freedom and spontaneity. Ones are more methodical and help Sevens stay on track—they resist getting distracted by too many options, and excel at following through with their plans.

Sevens offer Ones a sense of excitement and life as a source of pleasure and enjoyment. Ones offer Sevens a sense of purpose and idealism, as well as direction and the feeling that life is noble and meaningful. Sevens keep Ones' spirits up, refreshing their idealism while preventing the relationship from becoming too heavy. Ones help steady Sevens, keeping them working systematically and consistently toward goals. Sevens appreciate the One's consistency and reliability and are glad to have someone who can attend to details. These two types can be highly supportive of each other as long as their ultimate values are congruent and as long as they are both working for the same fundamental things in life. This tends to be a stimulating relationship for both—they stretch each other and are fascinated and challenged by their differences.

Potential Trouble Spots or Issues

As stress increases, Ones become increasingly critical, judgmental, inflexible, and insistent that things be done only one way, the right way—their way. They inevitably begin to see Sevens as undisciplined and inefficient, self-centered and childish. Ones feel that Sevens are scattered and tend to fool around too much, over-extending resources and overbooking themselves and promising too much to too many people. Ones also often feel that Sevens are unfocused and scattered simply to annoy them and to get back at them passive-aggressively, without seeming to be hostile or petty themselves. On the other hand, Sevens tend to see lower functioning Ones as too prissy and perfectionistic, and ultimately, as someone who needs to be kicked in the pants to loosen them up a bit. Conflicts between these two types also often focus on organizational and financial matters, with Ones feeling that Sevens are profligate and wasteful while Sevens feel Ones are too tight-fisted and have no vision or pizzazz.

Sevens eventually tire of the One's continual criticism and dissatisfaction with them. Pursuing other options in the relationship becomes more and more attractive since Sevens deeply resist feeling trapped or being in situations that continually produce unhappiness. Unfortunately, low functioning Ones continually contribute to this. If matters continue to deteriorate, Ones will lose respect for Sevens who become increasingly pushy and demanding, with a calloused, vulgar tone. Ones find this extremely embarrassing to be around, and can become disillusioned and depressed, withdrawing emotional connection from Sevens. Thus, a disdainful contempt for the other can enter the picture from both sides, making reconciliation even more difficult. Ones criticize Sevens for a while, then silently give up on them until some event spells the fatal blow to the relationship.



Type One (the Reformer)

with

Type Eight (the Challenger)

What Each Type Brings to the Relationship

Enneagram Ones and Eights bring a common concern with fighting for truth and justice in their world. They both often feel (although in different ways and for different reasons) that it is up to them to stand against whatever they perceive as injustice or falseness. Both can see themselves as gallant crusaders protecting the weak, righting wrongs, and making the world a better place. In a relationship, these two types are both action-oriented, and if their attention and energy is turned toward social causes in particular, they can have a big effect on their family and their community, perhaps even their country or the world. Both bring a certain nobility of vision and a focused purpose, practicality, and perseverance in supporting whatever they believe is right. Both are willing to sacrifice a great deal to do what they believe needs to be done. For both, fairness is centrally important. (Ones bring a sense of absolute or ideal truth and justice whereas Eights bring a more practical and immediate approach to these concepts.)

The combination can be very powerful: they accomplish things with a clear cut sense of purpose and personal mission. Both are decisive and direct, although Eights bring a passion and gusto that counterbalances the One's self-restraint and propriety. Ones can find Eights exciting, physical, and earthy—all the things that they restrain in themselves. Thus, there can be a strong attraction from both sides. Further, Eights recognize that Ones are as strong-willed and determined as they are: they cannot easily sway or bowl over Ones. Eights thus admire their conviction and are attracted to the challenge of getting closer to Ones. In many ways, these two types are opposites—the pirate and the schoolteacher—although both could learn a great deal from the other, if they are willing to listen to someone with such different values, reactions, and ways of doing things.

Potential Trouble Spots or Issues

What breaks Ones and Eights up is often the very thing that attracted them in the first place: how different they are from each other, like fire and ice. This is a relatively rare romantic pairing; it is easier for them to be friends or colleagues than to live intimately together. Both want to be in charge; both want to accomplish something significant, but they tend to disagree about the means to take. Ones tend to be self-controlled and restrained in their self-expressions and methods of doing things. They will deny themselves the pleasure of acting on their real desires and impulses if they are convinced that something they want is not right according to their moral convictions. While they may admire the brashness and roguishness of Eights and their apparent ease in going after whatever they want, Ones ultimately begin to draw a line if they see Eights going too far in the pursuit of their self-interest. Ones can begin to regard Eights as selfish, insensitive, aggressive, and morally corrupt. They may admire the outlaw's bravado, but abhor where it leads them and how much chaos and destruction it creates in its wake. Ones can begin to see Eights as crude, untrustworthy, and violent.

On the other hand, Eights see Ones as hypocrites who preach one thing publicly while doing the opposite privately. They see Ones as rigid, self-righteous, nitpicking, and utterly unrealistic about the way the world works. Eights often want to do more outrageous things just to provoke the morally judgmental One into apoplexy: both respond with anger before they will acknowledge hurt or fear. They can both get into rigid positions and feel that they cannot back down. Violent arguments can often ensue as the relationship flies apart in personal attacks. This is one relationship that is much more difficult to fix once a certain threshold of abuse has been crossed.



Type One (the Reformer)

with

Type Nine (the Peacemaker)

What Each Type Brings to the Relationship

These types understand each other from the inside as it were, and for better or worse, can see many of their own traits in the other. On the positive side, each type brings a certain idealism and desire to change the world to make it a better place. Nines bring a more interpersonal orientation than Ones to their idealism, but both can be self-sacrificial and hard working, and willing to put their personal needs and interests aside for the welfare of others. Both are also able to delay rewards for a long-term good they seek. Ones bring clarity and rationality and the ability to articulate ideals and understandings. They strive to improve themselves and their environment, are conscientious, have high ethical and moral standards, and are fair and consistent. Nines bring a gentle, accepting quality that nurtures and supports others without as much explicit demand for self-improvement. Nines are steady, easy to get along with, feel uncritical and undemanding, and prefer harmony and smooth relations over the pleasure of being right or of having the last word in a situation.

In short, Nines tend to take a bit of the rough edge off of the criticality and seriousness of Ones, while Ones give clarity and direction to Nines. Further, Ones feel that they have a mission in life, and they are able to inspire Nines to become aware of their own purpose and to want to follow it. This can be a highly altruistic couple who balance idealism with humanity. As a couple, they are gracious company, hospitable and generous, but they also need time to be alone with each other as a couple. They have a mutual love of nature and animals that may bring them closer together, as well as their love of their children and family. Nines soothe Ones, while Ones remind Nines to strive for excellence.

Potential Trouble Spots or Issues

The main problem area for Ones and Nines has to do with the opposite ways that they deal with conflicts and rising stress. Ones tend to become more openly frustrated with themselves and others and with the feeling that things are not going as they should. They begin to exude a prickly anger, edginess, and dissatisfaction with everything and everyone. They become obsessed with finding who is at fault, and with legislating how things could be improved. By contrast, when conflicts and stress increase, Nines begin to shut down and withdraw. They become less effective at correcting problems and less able to speak about their feelings or discomfort. The worse things become, the more Nines attempt to tune them out while maintaining that nothing is the matter. Thus, judgments about the Nine's judgment and competence and willingness to take responsibility taint the One's dealings with Nines, while resistance and denial of problems (with a barely suppressed undertow of anger) infect the Nine.

It is difficult for Nines to step up to the plate and take the level of responsibility that Ones are looking for. The more Ones push Nines to respond in the way they want, the less Nines are willing and able to do so, and they retreat into more widespread passive-aggressive behavior. To Ones, this feels like willful resistance and culpable negligence. The quiet indifference of the Nine only infuriates the One all the more. In short, it is difficult for Ones to respect Nines, just as it is difficult for Nines to feel comfortable with (and able to express themselves to) Ones. Ones eventually become more self-righteous and intolerant while Nines become more uncommunicative and stubbornly unresponsive. Others find it very difficult to be around this pair because of the obvious, painful zingers pointed at the Nine by the One—and because of the aura of barely suppressed rage coming from the Nine. This couple gets frozen in their anger, with no way to melt the impasse.



Misidentification with Other Types

Type 1 compared with type:

Misidentifying Ones and Twos

This is not a common mistype, but does occur when a wing is mistaken for the dominant type. In other words, 1w2s can sometimes be confused with 2w1s, but confusion is far less likely with 1w9s (owing to their reserved and relatively unemotional demeanor) and 2w3s (owing to their outgoing, effusive demeanor). Gender can influence this mistyping as well. Women who are 1w2s tend to see themselves as 2w1s, and men who are 2w1s may see themselves as 1w2s.

Both types are serious, and conscience-driven, both like to feel that they are of service, and both can be very altruistic; however, their styles and motivations differ significantly. Ones try to transcend the personal in their dealings, appealing to principles and the evident "rightness" of their positions or suggestions. Twos are highly personal and see their service in personal terms. Ones defend their autonomy—they do not want people to interfere with them. Twos seek close connection and even merging. Ones are restrained in the expression of their positive feelings although they let people know when they are dissatisfied or irritated. Twos may have difficulty with hostile or angry feelings, but they are fairly unrestrained in expressing their positive feelings.



Misidentifying Ones and Threes

Average Ones and average Threes are sometimes mistaken because both types are efficient and highly organized. If an isolated behavior is the only thing being considered (chairing a business meeting or planning a vacation, for instance), their organizational abilities are similar—hence the confusion between them. Both are highly task-oriented and tend to put their feelings on the back burner to get things done. Also, both share a desire to improve themselves and to meet high standards, although the basis of their standards and their key motivations are quite different in nature.

Average Ones are idealists, striving for perfection and order in every area of their lives, especially their emotional lives, in an effort to control both themselves and their environment so that errors and failures of all sorts will not be introduced. Inner-motivated by strong consciences, they are organized and efficient so as not to waste time and other resources or allow themselves to be in a position for their consciences to rebuke them for being imperfect, for not trying hard enough, or for being guilty of some form of selfishness.

Average Threes, by contrast, are efficient pragmatists, not idealists. Threes are driven more by their goals than by standards—they care more about getting the job done than about the particulars of how it gets done. Ones tend to be attached to particular methods or procedures ("This is the best way to do this.") Threes are more adaptable, and will change tactics quickly if they feel they are not getting the desired result. Average Threes are primarily interested in success, prestige, and advancing their careers, and the efficiency we see in them is a way of attaining those goals.

While both types tend to put their feelings aside for the sake of efficiency, average Threes are more able to mask whatever is bothering them. On the surface, they rarely appear emotionally disturbed for long by anything (although they may become momentarily discouraged or even depressed by setbacks), nor are they generally ever distracted by their feelings. They are able to invest most of their energy into achieving their goals and in staying focused on them single-mindedly. Ones are far less able to conceal their irritations and disappointments. Others are almost immediately aware of their agitation.

Both types can be cool and impersonal, although they are usually polite and well mannered. With average Ones, we get the impression of deeper feelings being held in check or sublimated elsewhere, say into organizing and maintaining their office space, or giving time to a local ecological organization. Even though Ones do not ordinarily allow their passions to be expressed, their emotions remain potentially available should the self-control Ones typically exercise be lifted. (Their most prevalent negative emotions are righteous anger, indignation, irritation, and guilt.) In average Threes, however, the impression of aloofness and of emotional coolness comes more from a detachment from their feelings rather than a suppression of them. At the same time, average Threes tend to present whatever emotion seems appropriate at the time. If seriousness is called for, they tend to project seriousness. If levity is required, they will "do levity," smiling and being chatty, even if inside they are feeling frightened, overwhelmed, or even sad. For better or worse, Threes are more skilled at projecting charm and "personality" than Ones. However, we can discern the underlying detachment from deeper feelings when Threes are "performing" by the abruptness and ease with which they can adjust their affect from situation to situation and from person to person. (In contrast to Ones, their most prevalent negative emotions are hostility, arrogance, and underlying feelings of shame and humiliation.)

In addition, Ones are trying to be perfect to fend off their own superegos, while Threes are trying to excel to overcome feelings of family shame. In effect, Ones say, "Listen to me—I know the right way to do things," whereas Threes say, "Be like me—I have got it together." Ones offer themselves as examples of those who are striving for perfection, particularly moral perfection, they see themselves as those who can meet the highest standards; Threes offer themselves as exemplars of individual perfection, particularly personal desirability, and as those who can accomplish and be the best.

These two types are similar because both types are "thinking" types—the One corresponds to Jung's extroverted thinking type (PT, 381), who attempts to be objective and impersonal, while the Three's



thinking is goal-oriented and pragmatic, similar in orientation to the extroverted thinking of the average One, although technically, there is no direct Jungian correlation. Both types have in mind some sort of goal that they want to achieve. The difference is that Ones attempt to discover which objective means will best lead to the desired ideal, whereas Threes are pragmatists who work backward to find the most efficient means to achieve their goal. The differences between these types can be seen by comparing Al Gore (a One) with Bill Clinton (a Three) or between Emma Thompson (a One) and Jane Pauley (a Three).



Misidentifying Ones and Fours

Since Ones and Fours are so different, it might seem strange that they can be confused. The confusion seems to arise when a One (who may be going to Four under stress) begins to think that he or she is a Four. Invariably, Ones who misidentify themselves as Fours focus almost exclusively on the traits of the unhealthy Four and not on the type as a whole. Because they feel melancholy, depressed, and alienated from others, they may convince themselves that they must be Fours. If Ones have been having more severe difficulties, they may be "shunting" to Four more continuously to avoid falling into even more unhealthy Levels of type One—a far more serious problem. At such times, Ones are typically guilt-ridden, feel worthless, and are subject to excruciating self-contempt and self-hatred. (They may even feel suicidal). Their confusion would clear if they were to look at themselves historically and see both themselves and the Four as a whole.

In the average Levels, Ones usually attend to their responsibilities first, and deal with their feelings later. Their lack of focus on their feelings is actually one of the main causes of their not infrequent depressions. (It is also worth mentioning that Ones are one of the types more vulnerable to depression.) Fours, on the other hand, want to sort out their feelings first, and deal with their duties after they have worked through their emotions. As a result, they may have difficulty mobilizing themselves to meet responsibilities. Most Ones would not give themselves permission to "indulge" their feelings in this way for very long. For lower average Fours, non-productively dwelling on their feelings can be the rule rather than the exception.

Despite these differences, there are similarities. Both tend to be perfectionistic and dissatisfied with things as they are. Both are often frustrated with themselves and their environment, and can be perceived by others as fussy, or picky. Both can be very particular about their environment and the "rules" that they want others to observe in their personal space. ("No one comes in here without removing their shoes.") Both types can be angry: average Ones are frequently critical and irritable, but usually over others' inefficiency or failure to follow agreed upon procedures. Average Fours are often critical and picky over others' lack of awareness of their sensitivities. They may feel irritable about others' apparent coarseness. Similarly, Fours can also become resentful when they feel that others' do not appreciate their depth and creativity. If upset in this way, Fours attempt to punish the offenders by coldly withdrawing emotionally or even physically. They refuse to engage in further communication. Average Ones do not withdraw from people. On the contrary, they press themselves and their opinions on others with increasing urgency as they become angrier at what they see as the irresponsibility of others.

It is also possible for an occasional healthy Four to be mistaken for a One; such a misidentification would, however, be a compliment to the Four since it indicates that he or she has integrated to One and is living with purpose beyond the self. Fortunately for them, some Fours actually do integrate and begin to manifest the reason, moderation, and attraction to objective values of healthy Ones. Further, some Fours may well be teachers and in a teaching situation be called on to move beyond their feelings and interior states. But a Four who has genuinely integrated some of the healthy qualities of type One is still a Four—and besides having either a Three-wing or a Five-wing, other important characteristics, will continue to be present in the Four's overall personality. Contrast a Four such as Anne Rice and a One such as Martha Stewart or a Four such as Tennessee Williams and a One such as Arthur Miller for more insight into these types.



Misidentifying Ones and Fives

Ones and Fives both correspond to Jungian thinking types—the One to the extroverted thinking type (PT, 381-82) and the Five to the introverted thinking type, or to what we suggest might better be termed the "subjective" thinking type (PT, 177-78). The main difference between them can be discerned from the fact that they are in two different Triads: Ones are an instinctive type and Fives are a thinking type. While Ones certainly do think, they are primarily people of action, and are only interested in ideas that lead to some practical result. Fives, however, are truly a mental type: they can ponder any proposition or idea and do not particularly care about its practical ramifications.

Contrary to popular notions, opinions and beliefs have their basis in the instincts, in the gut. When we assert a position ("This is absolutely the way it is!") the certainty of our view comes from our gut. If we are present enough to notice, we can feel this when we express a strong opinion. And indeed, Ones are people of strong convictions and opinions as befitting a type in the Instinctive (or Gut) Triad. Average to unhealthy Ones are entirely convinced of the rightness of their views, and respect people who hold similar strength in their convictions. They think as a way of buttressing their already established beliefs. Average to unhealthy Fives tend to get lost in a maze of uncertainty. They may develop elaborate theories or positions only to overturn them soon after. While less healthy Fives may assert provocative views, they are more interested in disturbing the certainty of others than in convincing others that they have the correct view. Unhealthy Fives may want to feel smarter than the other person, and even argue points that they do not personally agree with just to prove to themselves that they can mentally "run circles" around others. As they become less healthy, Ones become more rigid and fixed in their views about things: Fives become more uncertain, nihilistic, and afraid that they cannot arrive at any kind of meaning or truth.

Similarly, they differ most markedly in the One's emphasis on certainty and judgment and the Five's relative lack of certainty and difficulty with discernment. (While healthy Ones have excellent judgment, average Ones are merely judgmental—still, making judgments about the world around them is one of the principal ways in which their extroverted thinking manifests itself.) Judgment is not as centrally important to Fives. They want to understand how the world works on a theoretical level or create inner worlds of imagination that are interesting and amusing to them. Thus, Fives tend to be detached from the practical world and intensely involved with complex mental constructs. And while healthy Fives observe and interact with the real world around them, average Fives, as they become more deeply enthralled by their own cerebral landscapes, lose their capacity to make accurate assessments about the truth, significance, or accuracy of their ideas. They gradually care less about an idea's objective rightness than about how their ideas relate to other thoughts that arise in their minds. By contrast, Ones employ thinking so that they can relate more perfectly to the world: their focus is on making rules and procedures for the progress and improvement of themselves and their world. Average Ones are not as detached from the world, or as withdrawn as average Fives are: although they may be cool and impersonal, and somewhat overly reserved, Ones are keenly interested in applying their principles to daily life.

Thus, Ones and Fives are opposites in the way they judge and evaluate reality. Ones judge situations from idealistic standards based on what they think should be the case. Fives are constantly investigating and questioning assumptions, not to mention standards and principles. Ones are deductive, operating from principles to specific applications; Fives are inductive, operating from given data to form more sweeping theories. Both are philosophical, and love knowledge: Ones as a means of perfecting the world, Fives as a way of discovering more about the world. Ones tend to be teachers and moralists, not inventors and iconoclasts like Fives. The difference between these types can be seen by comparing George Bernard Shaw (a One) and Isaac Newton (a Five), Margaret Thatcher (a One) and Susan Sontag (a Five).



Misidentifying Ones and Sixes

Both are among the compliant types of the Enneagram. As noted in Personality Types (434-436), Ones are compliant to the demands of their superegos and their ideals, while Sixes are compliant to the demands of their superegos and other people, especially perceived allies or authority figures. We say that Ones have an "Inner Critic" in their heads, while Sixes have an "Inner Committee." What these two types have in common is the tendency to feel guilty when they do something contrary either to their ideals (Ones) or to the commitments to allies, beliefs, and authorities they have made (Sixes). Guilt feelings owing to strong consciences and the tendency to strike out either at themselves or at others (or both) are the main points of similarity between them. While Sixes may rarely mistake themselves for Ones or Ones misidentify themselves as Sixes, other people may be confused by some superficial similarities between them. (And, in fact, a Six with a Five-wing will more likely be confused with a One than a Six with a Seven-wing because of the seriousness and intensity that the Five-wing brings to the Six's overall personality.)

These two types are easy to distinguish, however, by noting the overall emotional tone of each type. Average Sixes are anxious, indecisive, ambivalent, and, above all, reactive. They find it difficult to relate to others with self-confidence as equals, tending either to become too dutiful and dependent or to go to the opposite extreme and become rebellious and defiant. Sometimes they get stuck in the middle and become ambivalent, indecisive, and vacillating.

These traits are almost completely absent in average Ones. Their overall emotional tone is one of self-controlled, impersonal efficiency, orderliness and propriety. Ones are emphatically not indecisive: they know their own minds and have opinions about everything, which they are more than willing to express to others. Ones are certain, and trying to convince others that they know the optimal way to do things. Sixes are uncertain, and rely on reassurance, back-up, familiar procedure, or the sanction of previously tested ideas and philosophies to help them come to decisions.

Average Ones are often so tightly self-controlled that they are able to keep their feelings at bay. They are frequently unaware of the degree of their tensions. Average Sixes struggle with more volatile feelings and have difficulty putting them aside—although they seldom express their feelings to others. Sixes carry considerable anxious tension and are more aware of it. Righteous anger, irritation, and moral indignation are the principal negative emotions in Ones, whereas fearfulness, suspicion, and anxiety are the principal negative feelings in Sixes. Moreover, while lower functioning Ones can be sarcastic and verbally abusive, they almost never let themselves get out of control and are seldom physically violent, whereas low functioning Sixes can more easily lose their tempers, sometimes erupting into hysterical reactions or even physical violence.

When it does arise, the confusion seems to stem from both types' overactive superegos. Both are "should" and "must" people: both feel obligated to take care of all duties before relaxing or attending to their own needs. Further down the Levels, both types exhibit a legalistic streak: Sixes at Level 6 are The Authoritarian Rebel and Ones at the same Level are The Judgmental Perfectionist. When their superegos are on more severe, both types are quite capable of telling others what to do, although in different ways and for different reasons. Ones moralize and scold, lecturing others in the name of an ideal about whatever issues are of concern to them. ("Do you have any idea how wasteful it is to use an air conditioner?") Ones do not hesitate to order others around, telling them what they should be doing so to improve themselves or to be more effective.

Sixes can also give orders, not because of rigid inner standards, but because they are afraid of what they see as the erratic, irresponsible conduct of others potentially disrupting the security and stability they are trying to maintain. They are angered and threatened by others "breaking the rules" and becoming more unpredictable. Sixes identify with certain beliefs or authority figures and internalize the values that they have learned from these sources of guidance. Once they have identified with what they have taken to be trustworthy sources of information about the world, Sixes can be aggressive toward anyone who does



not accept the same values as they do. This is especially true when Sixes are more insecure—the more anxious they are, the more they want to cling to whatever positions or allegiances they still believe in. The indifference of others to their beliefs may infuriate Sixes as much as outright rejection of them does. Compare the personalities of George Bush (a Six) and Al Gore (a One), Meryl Streep (a One) and Meg Ryan (a Six) for examples of the similarities and differences of these two types.



Misidentifying Ones and Sevens

Ones are unlikely to mistype themselves as Sevens, but Sevens occasionally mistype themselves as Ones. Sevens who have been under stress for prolonged periods of time may notice many average One behaviors, such as perfectionism and a need for order, and conclude that they must be Ones. While these traits may surface in certain extreme circumstances, a quick review of the Seven's life will usually reveal that rigid self-control, harsh inner criticism, and repression of impulses are not their dominant issues.

Another source of confusion is the shared idealism and sense of "mission" of the two types. Both types hold high ideals about the world and about human beings, but express these in markedly different ways. Sevens are usually very optimistic about the future and about things working out positively. Ones are far less so—they hold high standards and expect to be disappointed by people and by the world. Ones are fairly certain that they know their "mission" while for Sevens, it is more of a feeling. In Sevens, uncertainty about the nature of their mission creates a great deal of underlying anxiety. ("What if I miss my chance?") Sevens may also think they are Ones because they see themselves as "perfectionists," but their style of perfectionism is very different. Ones' perfectionism drives them to berate themselves for days because they misplaced a comma in an otherwise excellent one hundred-page report. Sevens' "perfectionism" may lead them to become frustrated because the sea food salad they ordered in a restaurant was not exactly the way they wanted it.

The two types are quite different in a number of other ways. Sevens are spontaneous and adventurous—they like to be free to change plans and to follow their inspiration. Ones get frustrated when plans are changed, and usually do not like to deviate from the careful preparations they have made. Sevens are usually unselfconscious socially, Ones are usually very self-conscious socially. Ones are methodical and sticklers for time-management and for following efficient procedures. Sevens have a more fluid sense of time, and balk at being "bogged down" by procedures. Sevens are curious and open-minded, but tend to get distracted and scattered. Ones are more focused and directed, but can be opinionated and closed-minded. Sevens are driven by anxiety: Ones by simmering anger, and so forth.



Misidentifying Ones and Eights

Both Ones and Eights are in the Instinctive Triad, both have strong wills, both are action-oriented, and both have strong notions about how to do things. However, Ones try to convince others to do the right thing (as they see it) from the standpoint of a moral imperative—"because it is the right thing to do. They try to logically convince the other of the soundness of their views, but become irritated and less logical when others resist their reasoning. Eights, on the other hand, rely on their own self-confidence, and attempt to sway others by their gutsy convictions and sheer personal charisma. ("I don't know if it's the right way, but it's my way.") Ones try to convert those who resist them: Eights try to power through them.

The greatest misunderstanding between these two types involves their concern with justice, although the nature of their sense of justice can be quite different. Ones hold justice as an extremely important value—"many judges, attorneys, advocates, and criminal prosecutors actually are Ones. Ones think a great deal about issues of providing suitable standards for human beings and about the specifics of how to administer a fair and equitable system. Ones at all Levels of Development refer to justice and think that they seek justice (no matter how skewed their interpretation of it may become). In any case, justice is a matter of principles—"part of their idealism. They strive after justice and want to rectify injustices wherever they find them because, among other reasons, to do otherwise would be to fail to live up to their high moral standards and make them feel guilty.

In Eights, justice is more of a visceral response, a reaction to witnessing injustices occurring. Eights, generally speaking, do not walk around thinking about these matters, but if they saw a helpless person being harmed or bullied by others, without thinking about it, Eights would rush in to "level the playing field." For Eights, justice has little to do with abstract principles. Eights see themselves as protectors of others, and when they are healthy, they actually are. Eights are more likely to seek justice for "their people"—"their family, friends, co-workers, ethnic group, and so forth. It is usually expressed in a concern that those in their care (or under their power and authority) be treated fairly. The cowboy marshal protecting the town against criminals and the union chief negotiating a just wage for the rank and file are examples of this more restricted concern for justice. With Eights, the sense of justice usually involves addressing an imbalance of power. This is quite different from the One who seeks to make sure that people are appropriately rewarded for good actions and punished for bad ones.

Of course, in their unhealthy manifestations, both types can be extremely unjust. Ones will still believe that they are being fair—"the punishments they are meting out are for the good of the person being punished, or at the very least, for the good of society. Ones feel they need to rationalize their punitive activities. Eights do not. For unhealthy Eights, administering justice is simply meting out vengeance. ("You hurt me or my people, and I'll destroy you." "He ripped me off. Now he has to pay.") Needless to say, others may question the "justice" in either of these types' unhealthy behavior.

The confusion between Eights and Ones probably also stems from the fact that some Ones may misidentify themselves as Eights since they would like to have the authority and influence of Eights. They may also recognize that they have aggressive impulses and misidentify themselves as an "aggressive type," although they are really compliant to their ideals; the Eight is the true aggressive type par excellence. On the other hand, Eights almost never misidentify themselves as Ones, viewing Ones as lily-livered and bloodless—"moral only because they are too weak to be strong. Although Eights themselves are unlikely to think they are Ones, other people sometimes misidentify Eights as Ones because they see them as reformers. But clearly, many natural leaders, including Eights, lead reforms when they are needed. Contrasting Ones such as Pope John Paul II, Ralph Nader, and Hilary Clinton with Eights such as Lee Iococca, Franklin Delano Roosevelt, and Barbara Walters gives a vivid sense of their differences.



Misidentifying Ones and Nines

Usually this mistype is caused by confusion about the wing and dominant type: is the person a Nine with a One-wing or a One with a Nine-wing? In some cases, with a strong wing, this can be a difficult call. Both can be idealistic, philosophical, and somewhat withdrawn. Neither feels comfortable with their anger. Usually, the Nine's reluctance to get into conflicts is the easiest way to discern these adjacent types. Average Nines want to maintain peace in their lives, and while they may hold strong personal convictions, they generally do not want to argue about them with people—especially people with whom they have an emotional attachment. For Ones, however, the principle is foremost, and Ones will drive home their point to convert the other to their view, even if it risks creating upsets and arguments. ("The truth is the truth.")

While Nines can be hard workers, it does not take much to convince them that a break would be useful. They enjoy down time, and tend to have difficulty shifting gears from relaxation to activity or vice versa. Ones are extremely driven and have difficulty tearing themselves away from their various projects to take a rest or relax. They feel anxious when they are not being productive (like Threes), and want to get back to work to avoid attacks from their superego.

Another distinction can be found in how the two types handle stress. Nines initially become more emotionally disengaged and resistant, but eventually become more anxious and reactive as they go to Six. Ones, initially become more fervent in their efforts to convince the other that they are right, but then collapse into moodiness and a tight-lipped testiness as they go to Four.



Addictions

Excessive use of diets, vitamins, and cleansing techniques (fasts, diet pills, enemas). Under-eating for self-control: in extreme cases anorexia and bulimia. Alcohol to relieve tension.

Personal Growth Recommendations for Enneagram Type Ones

Learn to relax. Take some time for yourself, without feeling that everything is up to you or that what you do not accomplish will result in chaos and disaster. Mercifully, the salvation of the world does not depend on you alone, even though you may sometimes feel it does.

You have a lot to teach others and are probably a good teacher, but do not expect others to change immediately. What is obvious to you may not be as obvious to them, especially if they are not used to being as self-disciplined and objective about themselves as you are about yourself. Many people may also want to do what is right and may agree with you in principle but for various reasons simply cannot change right away. The fact that others do not change immediately according to your prescriptions does not mean that they will not change sometime in the future. Your words and above all, your example may do more good than you realize, although they may take longer than you expect. So have patience.

It is easy for you to work yourself up into a lather about the wrongdoings of others. And it may sometimes be true that they are wrong. But what is it to you? Your irritation with them will do nothing to help them see another way of being. Similarly, beware of your constant irritation with your own "shortcomings." Does your own harsh self-criticism really help you to improve? Or does it simply make you tense, nervous, and self-doubting? Learn to recognize the attacks of your superego and how they undermine rather than help you.

It is important for you to get in touch with your feelings, particularly your unconscious impulses. You may find that you are uneasy with your emotions and your sexual and aggressive impulses—in short, with the messy human things that make us human. It might be beneficial to keep a journal or to get into some kind of group therapy or other group work both to develop your emotions and to see that others will not condemn you for having human needs and limitations.

Your Achilles' heel is your self-righteous anger. You get angry easily and are offended by what seems to you to be the perverse refusal of others to do the right thing—as you have defined it. Try to step back and see that your anger alienates people so that they cannot hear many of the good things you have to say. Further, your own repressed anger may well be giving you an ulcer or high blood pressure and is a harbinger of worse things to come.



WHO YOU ARE?

YOUR PERSONALITY ASSESSMENT TEST

