



# RISE UP BREAK THROUGH

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**More Impact, Influence and Money with the Enneagram**

*A transformational tool for spiritually minded entrepreneurs, coaches, speakers, and small business owners*

BEN SALTZMAN

# FREE ENNEAGRAM ASSESSMENT AND VIDEOS



If you don't yet know your type, please go to our free on-line assessment.

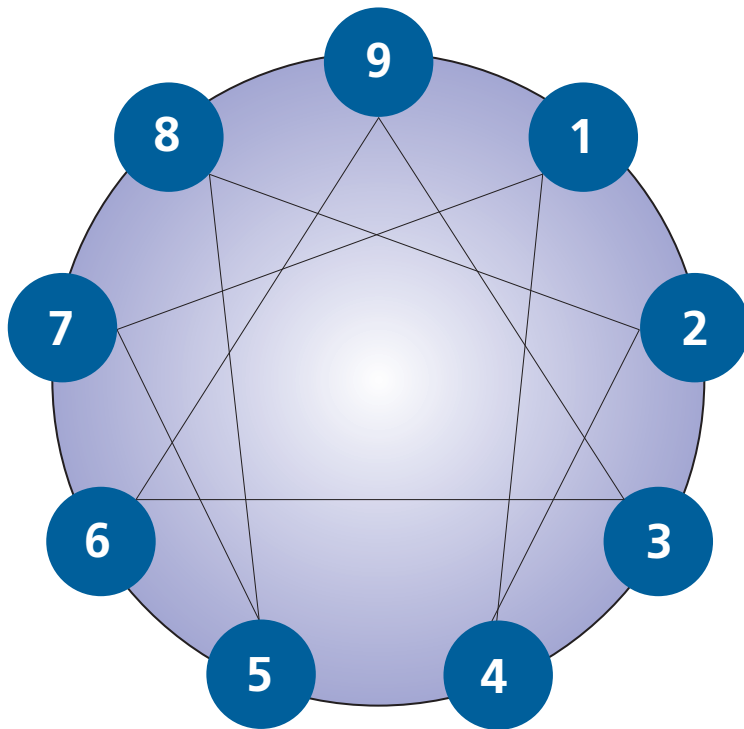
After you answer the questions you will get your results emailed to you in a few minutes!

**[Click this link to take our Enneagram Assessment.](#)**

We offer a set of nine "Enneagram Panels" that are videos you can watch from your own home. In each panel four people, all of the same type, will share with you how their type helped them in their relationships and in their business, what the transformations were that they went through, and how it led to to their success. All panelists are now very successful in their fields.

To learn more about the panels **[click this link and watch the videos.](#)**

# A Bigger Game



**T**his ebook is for you if you know you should be playing a bigger game. If you know it should be easier for you to sell your goods or services, if you know marketing shouldn't be hard work. If you realize that there is something in you that is holding your company or your self-expression back.

I know the irritation and frustration that comes when you know you have something to offer the world, and you want to make an impact, but for some reason you don't get the traction, the sales, or the attention that would allow you to touch more people and make good money giving your unique gifts.

If this feels familiar, let me give you the bottom line. After a decade of helping spiritually minded entrepreneurs and small business owners, after taking groups through yearlong programs for personal transformation around money, after coaching many multimillionaires and people who recently went bankrupt, after taking thousands of people through our seminars and on-line programs, this is what I now believe...

**When you do your inner emotional and spiritual work, you can become more successful in business, touch more souls, and realize bottom-line, tangible, financial results.**

I started my own inner work because I was drawn toward it, almost compelled to find the best methods, the most impactful processes, the path that would bring more awareness, more peace, a deeper insight into why we do what we do as humans.

When I become interested in any subject I jump in voraciously, I *need* to understand how it works. I consume books, learn from the best people around, and practice using the principles in my own life with a detached observer's eye. I am the product of my own experiments.

This is for you if  
you know it  
should be easier  
to sell your goods  
and services

And it was a fun journey, filled with altered states, dedicated spiritual practice, and deep inner exploration facilitated by the Enneagram. I was supported by several very talented spiritual teachers and mentors. After a number of years I started running my own seminars and coaching people around their development and I was eking out a living.

At some point I floated down out of the clouds and became a pragmatist. (This may have happened around the time I really got serious about having a family.) I decided that earning money was an important part of the game and that I, and many of my spiritual friends, were not attending to it.

So I jumped in with both feet (again!) and explored the inner game of money, the shadow parts that hold us back, and how many of us get twisted up around marketing, selling, and asking for money.

Again I became my own guinea pig, testing every technique, every shift in attitude, every shift in “being” out on myself.



Again I was amazed to find that they worked! Not always instantly, not always the way I thought they would, but I could track my close ratio in one-on-one selling conversations and notice it go up as my anxiety went down. I could track more people signing up for future events in my introductory seminars. My income went up 20%–30% year after year and my inner worries about money moved into the background.

Recently I noticed that higher-caliber people wanted to play with me and collaborate with me in business. I started attracting coaching clients with more impact and influence who invested billions of dollars in companies around the world, and they could afford to pay me well.

In working with these clients, I noticed that as they explored their Enneagram type and got more freedom from the beliefs



and behaviors associated with it, they started breaking through in various areas of their businesses, valuing themselves more, creating more successful high-caliber relationships and closing more multimillion-dollar deals.

For all of my clients across the board, it became clear that figuring out the Enneagram type of the people close to them in their lives paid big benefits as well. Knowing how to stand up to an aggressive Type Eight boss or coaching client earned them thousands of dollars. Knowing how to connect with a reclusive Type Five boss or client got them critical resources or helped them close million-dollar deals.

Using the Enneagram for their own development, and understanding the other eight types on the Enneagram symbol, allowed them to play a bigger game.

In my personal and professional life, working with the Enneagram has brought more Connection, Love, and Abundance into my life than I can describe (and I want all of that for you).

I hope you enjoy the exploration and use it in your life.

Are you ready for the next level?

*I invite you to play a bigger game!*



## Where Do These Nine Types of Entrepreneurs Come From?

The Enneagram is a system for personal awareness and development that describes nine personality types. The Nine Types of Entrepreneurs describe these personalities when they assume management and entrepreneurship positions in organizations.

## Why Use the Enneagram?

How many times have you tried a marketing or sales strategy that works for someone else but not for you? How often do you question why you are not getting the financial results others are getting? With the Enneagram, we go beyond external strategies to

address the inner game where our real leverage is!

In my experience, entrepreneurs gain a tremendous advantage when they use this system to develop themselves and understand their customers and coworkers.

## ADVANTAGES OF USING THE ENNEAGRAM FOR ENTREPRENEURS

- 1.** Entrepreneurs get freedom from unconscious limiting beliefs and fears and become much better at creating and maintaining relationships with higher-caliber customers and collaborators who can open doors for them.
- 2.** They can see possibility where before fear clouded their perception and this opens tremendous possibilities for them!
- 3.** They learn how to understand, connect with, motivate, and influence their staff as they develop an understanding of the underlying drives in their coworkers and friends.
- 4.** They understand how their unconscious behavior patterns are keeping them from reaching the goals and objectives they set at work.
- 5.** If they wrestle with a feeling of not being worthy to bring their unique gifts and message to the world, the Enneagram helps them gain freedom so they can go for it with more direction and focus.
- 6.** They transcend the restrictions of their type and let their authentic self emerge which shows up as more energy, vitality, presence, power, and influence.
- 7.** They stop judging so much and accept others' behaviors as they learn how each of the nine personality types interprets and reacts to the world in wildly different ways.





We all hold the unconscious belief that everyone sees the world as we do. Someone once told me being angry with someone is really saying, “You should have done that more like me.” Our expectations of others are usually based on our values, our experiences, and our notions about the world. Once we realize that others see the world in ways that are fundamentally, deeply, and completely different from our own, we let go of our unrealistic expectations of others’ behavior. This makes us much happier and much easier to work with!

Our grip on our “truth” relaxes when we realize that there are at least nine different “truths” in any situation.

Humans grow and overcome our hidden blocks when we learn to observe ourselves in a finer, more detailed way, when we see clearly and gain deeper insight into our patterns of thought, emotion and behavior. These patterns play hide and seek with our consciousness, constantly running, ducking behind corners, and trying to stay out of the light.

Our patterns (or ego) know that if we investigate them and penetrate them deeply, we can move beyond them, and they fear for their existence. It is easier to find these patterns (though you will tend to lose them again and again, as they are slippery) when you use specific language to describe them and have a framework for self-observation.

The Enneagram for Entrepreneurs provides the language and the framework. The description of each type includes a constellation of various behaviors, thoughts, and reactions that are based on, and serve to defend, a hidden core belief and a hidden emotional driver.

Ultimately, only you get to determine what type you are, and I hope you enjoy the journey of self-exploration!

## How To Use This Workbook

As you read the descriptions of each of the types, it is natural to try to find yourself and identify your type before identifying others. Go for it! Indulging in this process of self-exploration by starting to work with your own type is far more important, and life-changing, than trying to type the other players in your life.

Capture the essence of each type as you read rather than picking apart each character trait and making a piece-by-piece comparison. You will find that there is a little of each type within you. Which type captures your core underlying motivations? Which resonates with you at a deeper level?

If you are having trouble figuring out which type you are, take our quick and easy on-line assessment that will help you discover your type by guiding you through a series of questions for each of the nine personality types. At the end of the assessment, you get to watch a video that describes your hidden inner beliefs and fears and the self-sabotaging behavior that these beliefs are creating that is probably costing you \$10,000 to \$100,000 annually.



Then I'll tell you about the training titled "**Transform Your Type**" to see if you want to dive into your own inner work. If you are not signed up yet, click this [link](#) to see a free webinar describing the benefits of the program.

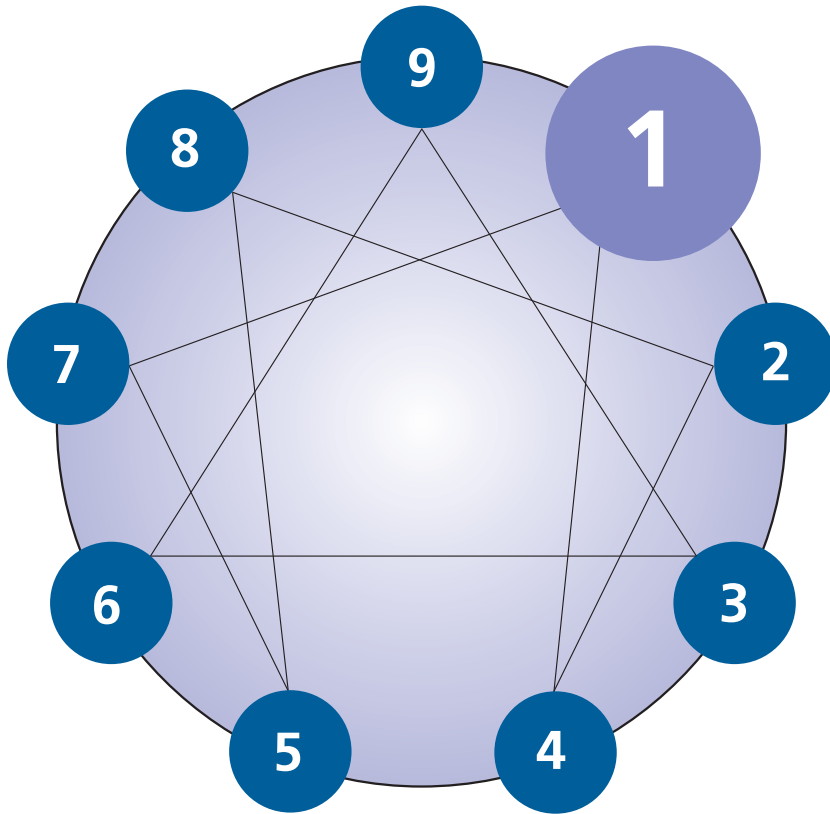
Throughout this ebook I will refer to people who are just starting the self-exploration of their type as "young." This is the term most practitioners use to describe people who are still consistently getting caught in the traps associated with their type. Once you have identified your type, you then start doing the work, which means you learn to observe yourself in a refined way, see yourself more clearly, avoid the traps, transcend aspects of your type, and live a richer, more fulfilling life. I have noticed that no one refers to anyone as "old" regardless of how much work

they do. This may be because the entire process can be humbling (it has been for me) and there doesn't appear to be an end to the journey. It is beneficial to find people who are spiritually "older" than you are to learn from; just don't call them old!



## TYPE 1

### The Perfectionist Entrepreneur



**T**ype Ones have strengths that include: being rational, idealistic, purposeful, self-controlled, and precise.

They are discerning with a good eye for evaluation. They have high internal standards for their behavior and have a sincere wish to be moral, correct, and to do it “right.”

Areas of development for Ones include: being judgmental, tight, restrained, and dogmatic. Anger and resentment fester under the surface and sometimes break through and cause havoc in their business and personal lives.

Ones have an expectation that others should measure up to their high internal standards and are often disappointed or resentful when this is not the case. They describe an internal feeling: “I am holding up my end of the bargain by rising to meet my standards for behavior. Why aren’t the rest of you pulling your weight?”

Often ones track transgressions and have an internal list of how others have abused, “dissed” or mistreated them. This leads to irritability and resentment.

Ones instinctively know the wrong way and the right way to do things and can be alarmed that others do not share this knowledge. Ones have strong opinions and will argue to support their ideals and beliefs. They have a need for order either in their environment (leading to color-coded closets, precise presentations, or meticulous cleaning) or in their internal world (leading to rigid behavior and the use of precise language).

Their world can be very black and white. There is obviously a correct way to: bake a lasagna, shine your shoes, address coworkers, delegate tasks, comb your hair, discipline children, and on, and on, and on.

Type Ones can get lost in the minutia of life, trying so hard to get all the little parts correct that they lose track of the big picture and have to rush to meet deadlines.

Their high internal standards can show up in many areas of life. A One once told me, “I have an internal critic that sounds like Pinocchio’s conscience, Jiminy Cricket, but he is on steroids!”

### **Blocks to Marketing Themselves**

Ones are searching for perfection and it can never actually be realized. They may spend so much time thinking about the precise words to use that they don’t take action to create marketing materials, or if they do create the materials they are so concerned with getting them just right that they never release them to their potential customers and the Type One remains a well kept, almost perfect, secret.

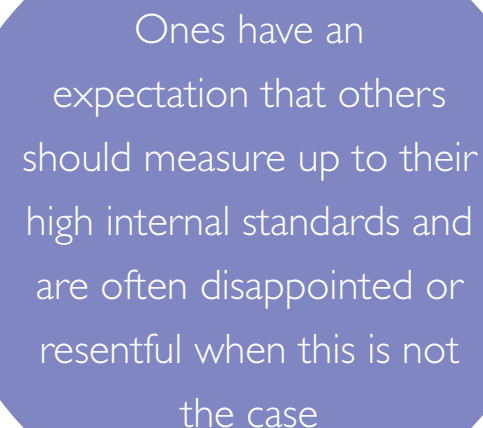
Ones have a sincere desire to make the world perfect, and are frustrated because things and people are not what they should be. They are faultfinders and are painfully aware of their own imperfections which keeps them from seeing their own value and makes it difficult to talk positively, with passion, about what they are bringing to the world. This often costs them tens of thousands of dollars.

### **Blocks to Selling and Asking for Money**

The inner critic keeps the Type One focused on what’s missing or flawed about what they are bringing to the world, so asking for money in alignment with the high quality of their goods and services can be a problem.

In selling conversations, potential clients and customers can feel that they are being judged or evaluated and this may cause them to pull back from the Type One.

They also have a tendency to get serious in selling conversations so the “fun factor” may not be there to put the client at ease and to draw them into relationship.



Ones have an expectation that others should measure up to their high internal standards and are often disappointed or resentful when this is not the case

## KENDRA CUNOV • Type 1



Before I started doing the inner work, I used to feel really tight most of the time actually, and I had a lot of judgment of myself and really thought that I needed to do

everything perfectly. One of the ways that came up is that everybody thought I was judging them...and it made it hard to connect with people, made it hard to do my work which is very interpersonal and being in front of people.

It probably cost me hundreds of clients, honestly, because of that loss of interpersonal connection and because I needed to get everything perfect before I could put anything out there.

I started doing a lot of work on inner things that were driving that and it's allowed me to show up in a much more flexible way and to feel flexible inside myself.

And it's allowed me to let people see the messy me, to not have my thoughts completely sorted out before I say them...and just to put it out there! And my business right now is actually exploding...and just in the last month I made connections with three people in which I ended up leading events with them.

I set up a client referral program with someone and I didn't even know what I was going to propose when I started the conversation with them and it went better than it could possibly have if I had planned it out meticulously, because who I really am is what came through.

So, I hope that you'll sign up for the **Enneagram Panels** program so you can have these kinds of changes in your life and in your business. I'll be on the Type One panel and I hope to see you there.

## Blocks to Creating Supportive Relationships

Ones search for what's "not right" at work. They seek out mistakes, the flaw in the perfect performance. A One told me, "I was attending our annual company party and I noticed that the tables were not arranged the way I'd asked

the party planner to arrange them. The umbrellas were not in the right places. Some people were in the sun. The flowers didn't grow the way the party planner said they would months ago. All this added up to the catastrophe that was this event. I barely noticed that my co-workers and clients didn't mind at all and were having a good time, all I focused on were the mistakes."

This Type One couldn't be present with the people at his event and form

solid connections with them.

A Type One vice president of finance I know is very conscientious, very meticulous about getting every receipt entered on the right day in the right category. It drives her crazy when people don't balance their checkbooks regularly or turn in forms correctly. Others feel her judgment and pull away from her.

Ones' strengths:  
being rational,  
idealistic, purposeful,  
self-controlled, and  
precise

Ones have trouble recognizing or voicing personal desires that do not conform to their internal picture of correctness.

For example, anger and defiance build inside, but the One wants to be the good boy or girl so they hold these emotions down (Ones feel that anger is dangerous in its explosiveness and unpredictability) and do not express them easily. This restraining of the anger builds up and can emerge sideways as seething resentment or sarcasm that can cost them in relationships.

### Specifics:

**Hidden Motivating Belief:** "I earn worth by being perfect and by creating perfection around me. There is a right and wrong way and I should endeavor to do it right."

**Hidden Emotional Driver: Anger.** It is an anger that is often repressed and unrecognized which shows up as irritation and judgement.

**Basic Desire:** To be good.

To Release  
Your Blocks

CLICK  
HERE



## “Quotes from Ones

I have a strong sense of responsibility, duty, and obligation.

I'm not perfectionistic in everything, just in the areas that are important to me.

My team knows I care when I start correcting their mistakes.

When I get defensive I can become self-righteous and will become vehement about order and perfection.

Judgment (of others and of myself) is the water that I swim in so its very hard to see. Ones like to call this judgment “discernment.”

My reason to exist is to correct things and do things right.

I have no room to play because my work has to be done correctly and this takes time and diligence.

I encouraged a co-worker to learn new skills and improve herself when she was being complacent. Now she calls me and thanks me every time she gets a promotion or a raise.”

## For Ones Attention Moves to:

- High internal standards that are often used to improve others.
- Focus on the flaws in people and situations that need to be corrected.
- Habitually comparing self to others.
- People who do not join them in trying to be perfect, which causes resentment.
- A critical internal judge, who tracks things that are “not right.”
- Compulsive worry about decisions that are “not right.”

## Time Management Traps

Ones lose productivity as they spend hours and days working to improve the product beyond the stated requirements. Ones can get lost in the minutia of work and lose track of what they are trying to accomplish. They have trouble delegating tasks as no one can perform up to their high standards. At times they are overly critical and alienate co-workers who in response, refuse to pitch in or “grease the wheels” for the Type One at critical junctures causing projects to fall behind schedule.

Ones are aware of their duty and responsibility, consequently they rarely take relaxing vacations or days spent lounging around. They feel pressured by time so they keep exacting

schedules in an attempt to live up to their duties and responsibilities. If this gets out of hand it leads to burnout and physical breakdown costing hundreds of hours of lost time.

### **As Ones Evolve and Grow**

They start to be rational, reasonable, and self-disciplined. They live by their principles and try to be fair, objective, and ethical, but they start to “loosen up.” Ones have a strong sense of responsibility and personal integrity. They have a higher purpose that often makes them teachers (though they may be self-appointed teachers). They are punctual, orderly and meticulous.

As they embrace their potential, they become extraordinarily wise and discerning. They see the potential in coworkers and friends and encourage people to live their best self. They accept that the world is already perfect as it is without action or effort. Ones develop an intuitive knowing of the best action to take in each moment. Self-aware Ones are humane, inspiring, and hopeful.

### **As Ones Become Less Conscious**

They are intense, judging, correcting, anguished and nit-picky. Ones react strongly to criticism and can be afraid of making a mistake. They can't feel the sense of connection with others as they constantly judge and find faults in intimate partners, friends, and coworkers. A One I met at a party told me I needed a haircut before saying hello. Often

they are workaholics. Type One managers have been called anal retentive by disgruntled members of their staff. They get lost in the minutia of life and work, going above and beyond the stated goals and objectives to the detriment of the project.

As things start to unravel, they become opinionated about everything and spend time correcting people and badgering them to “do the right thing”—as they see it. They can be highly dogmatic, self-righteous, intolerant, and inflexible. Ones feel they know “The Truth,” and they must impart this wisdom to everyone.

When they “bottom out” they are impatient, never satisfied with anything unless it is done according to their prescriptions. They disrupt work flow by being abrasive and indignantly angry. In relationships they can be morally superior and scolding of poor behavior.



**PAST TYPE ONE PANEL AT OUR EVENT**

## Examples of Ones

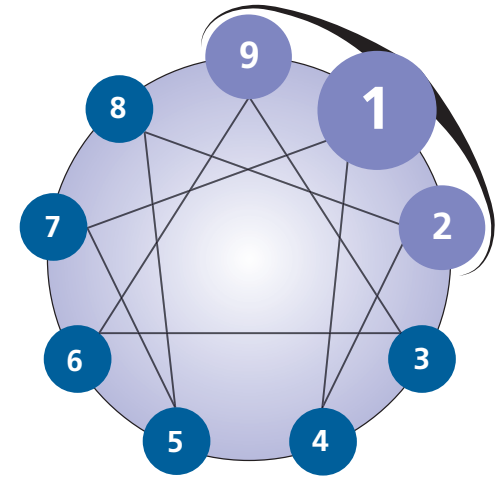
Mahatma Gandhi, Hillary Clinton, Al Gore, John Paul II, Bill Moyers, Martha Stewart, Harrison Ford, Vanessa Redgrave, Celene Dion, Joan Baez, G.B. Shaw, Noam Chomsky, Michael Dukakis, Margaret Thatcher, Rudolph Guliani, Gene Siskel, William F. Buckley, Kenneth Starr, The “Church Lady” (*Saturday Night Live*).



PAST TYPE ONE PANELIST AT OUR EVENT

## Your Wings

You may react or pay attention to the world in ways that are similar to the types sitting next to you on the Enneagram symbol. The types found beside your type are your wings. If you are a One, you may have a Nine wing or a Two wing. You may find that one or both wings show up strongly at different times in your development as your life circumstances change.



“My reason to exist is to correct things and do things right.”

## Your Path to Effective Entrepreneurship

- At a young age you were admonished to do the right thing, to be perfect, or to be a good boy or girl so you started to learn the rules and stick to them religiously. This strategy was appropriate at the time but it has become a habit that is no longer effective.
- Know that there is more than one right way. There are many shades of gray. Relaxing your rigid insistence on following the rules can be a freeing experience. Try breaking your rules on purpose and observing others' reactions.
- Release your expectations of others' behavior to reduce your stress.
- Get in touch with your own humanity, with the mistakes you make.
- Remember that the voice in your head is not God.
- Find a means to connect to, make friends with, and release your anger without abusing others. Talk about your anger with loved ones. Constantly constraining your wrath uses up your time, energy, and spiritual resources. Tapping your emotions will allow you to know your internal needs and desires.

- Try to listen to your impulses and follow them (especially when they buck the rules!). Let your playful self manifest in your daily world. It's okay to look silly.
- Practice admitting your mistakes to others. Make mistakes on purpose and observe others' reactions.
- Ask your staff if they want your advice before giving it.
- Ask yourself, "Whose standards am I trying to reach here? Are they my boss', the customers', or ones I pulled out of the air?"
- Step back to see the bigger picture at work and, more importantly, the future vision of your life.
- Know that the world is perfect as it is. It is not your job to make it so.

To Take the  
First Step  
on Your Path

CLICK  
HERE



## Where Do I Go Now for Business Success?

You can watch a video of successful Type One Entrepreneurs describe how their type got in their way, the inner work they did, and how they ended up generating more clients, impact, and money through their own transformational journey on our Enneagram Panels!

Watching live humans actually reveal their inner world, their fears, this pain, and their triumphs to you will help the types come alive like no book, CD, or web site can. Panels are a deep dive into each of the types and you can get the panels for a special reduced price because you've already read this ebook.

**Click this link to watch the video description of the panels.**

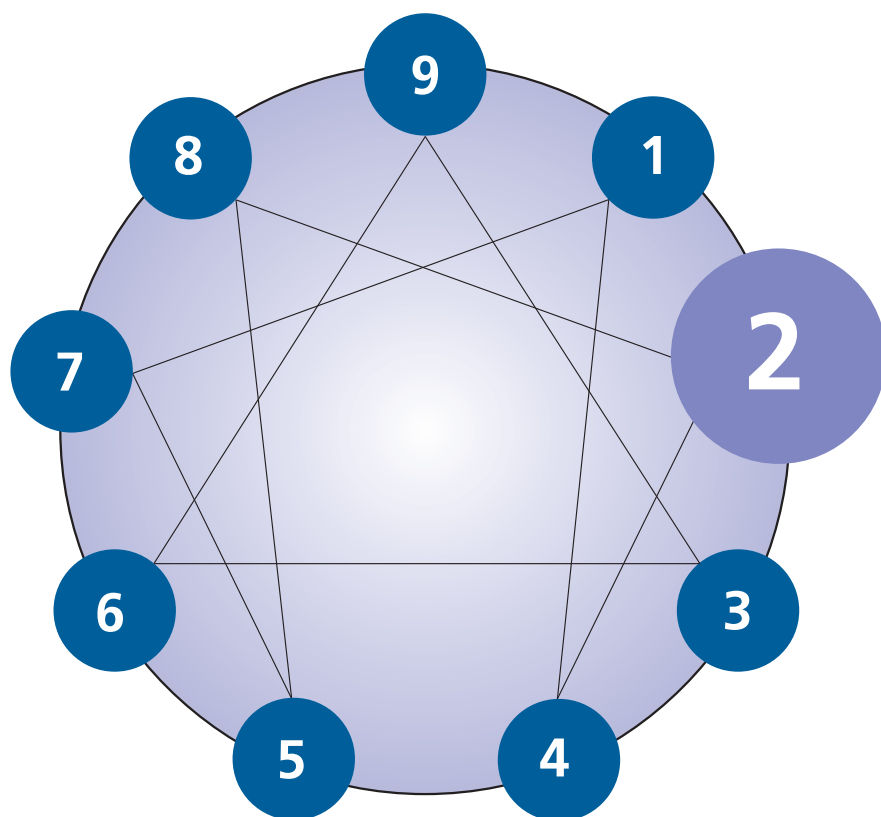
If you are not completely positive what your Enneagram Type is, I encourage you to take our free on-line assessment. You will watch some videos of me acting out the types, answer some questions to discover your type, and we will email you a report with your scores!

**Click this link to take the on-line assessment.**

I hope you sign up, watch all the interviews, get inspired, and jump into your own transformation! I look forward to seeing you in the program!

## TYPE 2

### The Giving Entrepreneur



**T**ype Twos have strengths that include: being caring, charming, personable, generous, empathic, compassionate, and demonstrative. Twos have an intuitive understanding of what others need emotionally and invest in relationships.

Areas of development include: trouble identifying their own needs, doubting their own worth, having trouble setting personal limits and boundaries, and manipulating others through giving, warmth, and compliments.

Twos search for love and yearn for displays of warmth and intimacy. A Type Two photographer developed a reputation for capturing the emotion at weddings. She felt the love building and had an innate ability to capture it through the lens of the camera.

Young twos give too much, and when the giving is not returned by the other person (who does not have the Two's intuitive knowledge of others' emotional needs), resentment starts to build. A Two told me resentment builds because, "I am sure you know what my needs are, (as I know yours) and I assume you are not fulfilling my needs on purpose!" Twos rarely show anger but when they do it's triggered by people who are not kind, generous, or giving the way they "should be."

The caricature of Twos is the stereotypical Jewish mother, who looks after everyone, feeds guests until they burst, and makes sure she is used and loved by all. She is also adept at the use of the Jewish "guilt trip" or playing the martyr role if you are not appreciative of her gifts and energy.

Type Twos often undervalue and avoid: analysis, planning, sticking to schedules, and setting boundaries with clients and customers.

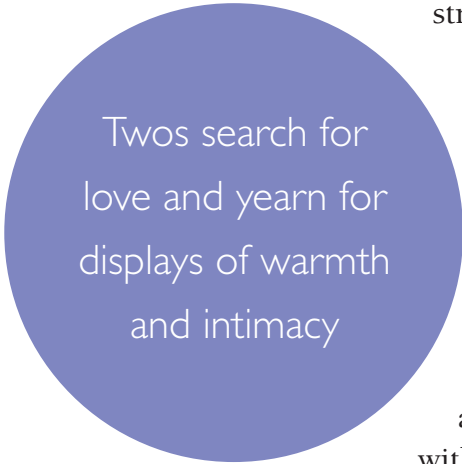
## Blocks to Marketing Themselves

There is an inner questioning about their self-value that holds many Twos back.

Young Twos tell me their true self gets lost as they take on different personas to please the various people in their lives.

This chameleon-like behavior causes stress and anxiety until the Two learns to identify their own basic needs and wants, and lands firmly in them.

Without a strong sense of self, it's difficult to promote themselves with passion and conviction. Marketing efforts fall flat, or feel like attempts to please or flatter without real underlying value.



Twos search for love and yearn for displays of warmth and intimacy

## Blocks to Selling and Asking for Money

When I ask Twos, “What do you want right now,” they often freeze and give a “deer caught in the headlights” look, or they may answer, “I just want everyone else to be happy, then I’m happy.” Twos have difficulty asking directly to get their needs met.

Twos are charmers who know how to act to establish friendships. This skill often helps them in networking and selling conversations in which people start to like them and want to be around them.

Often Twos feel awkward asking for “a lot of money” for their goods or services as it might break the relationship and it’s at odds with the haunting questions around their self-worth.

Twos who deliver coaching, consulting, or hourly services often find that sessions run overtime, or people reschedule, or that they end up taking on extra work that was not in the original agreement. They have trouble asking for money for the extra time invested. This can cost tens of thousands of dollars.

## EVA GREGORY • Type 2



Before I did any of this inner work I was absolutely lacking in confidence, I was very insecure. My measure of success was in how well other people liked me so, I was a “Yes, ma’am.” I would say yes to anything

and everything...I’d have to be the nice guy, and as a result my mode was just to take it in, suck it in. It did not serve me, I had no boundaries with others, it was a very, very painful way to live my life. Not owning my value and not feeling confident in my work cost me literally...tens of thousands of dollars in missed opportunities when they were offered to me, and dozens of clients because of that lack of confidence.

After the inner work, I’m extremely clear on my value and extremely clear about what I do have to offer, I set

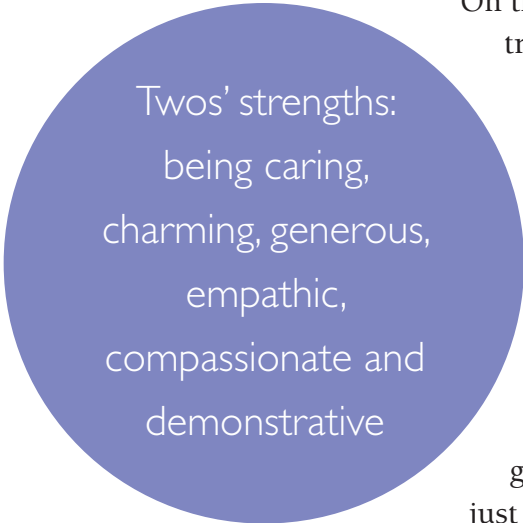
very clear boundaries and expectations and my communication with others is much clearer now, so there’s no surprises which have resulted in literally hundreds of satisfied clients. Many of them keep coming back for more programs and services...my work hours have gone down so I’ve gone from 80 hours a week, to working three and a half to four days a week.

And one program that I launched, stepping into my confidence, that I didn’t know how to do at the time created an additional \$200,000 for me in one year and many have come out of that program into other programs I offer. So I hope you sign up for the [Enneagram Panels](#) program so you can have these kinds of changes. I will be on the Type Two panel; see you there!



## Blocks to Creating Supportive Relationships

They deliver compliments to people and groups easily. My mother, a Two, was named “Palsy” as a child because she was pals with everyone she met. They form relationships easily and can intuitively connect with others so the initial stages of forming relationships tends to go well.



Twos' strengths:  
being caring,  
charming, generous,  
empathic,  
compassionate and  
demonstrative

On the flip side, Type Twos have trouble giving and receiving direct feedback or holding people accountable to agreements and deadlines so relationships can stay “pleasant” without real depth, or can deteriorate as the Type Two starts to feel that they are doing all the giving and the other person is just receiving or taking advantage of the Type Two.

All the Types have “blind spots” where they tend to avoid looking, and where the type tends to distort reality so they can’t see things clearly. For the Type Two, the blind spot is around their own needs. They have trouble knowing what they are and how to make requests to get their needs met. This makes it very difficult to support Twos in an impactful way.

If they receive feedback that is negative or abrasive, Twos may get defensive, cry or sulk.

## Specifics:

**Hidden Motivating Belief:** “I earn worth by meeting others’ needs. I must have emotional connection to feel confident and competent.”

**Hidden Emotional Driver: Pride.** It’s a pride in their ability to help, to know your needs, to be indispensable.

**Basic Desire:** To earn love through service and connection.

## For Twos Attention Moves to:

- Meeting others’ needs.
- Connecting empathically with others’ feelings.
- Altering behavior to charm, befriend, or assist others causing self-identity confusion.
- Being indispensable to an important other rather than being “number one.”
- Gaining approval and avoiding rejection.

To Release  
Your Blocks

CLICK  
HERE

## “Quotes from Twos

People love my group coaching programs because I go overboard to help them, give them extra resources, and make sure they succeed! But I do get burned out.

My mom made me a rhubarb pie. I had to eat two-thirds of the pie to make her feel better. She likes it when I eat her cooking and am well fed. Later I resented her because I ate what made her happy rather than what I wanted to eat.

I don't have a solid sense of self-identity like the other people I know because so much of me is a reaction to others.

I am an emotional reaction to the significant people in my space. I complete the circle and make them happy.

After seven years of self-observation, I can finally attest to the fact that all of my attention is on assisting others rather than on taking care of myself.

I had to learn to be alone. Solitude is where I recharge and get in touch with what I want in the moment.

I did not see my actions as manipulative when I first started the work. Now I see the manipulation and it feels indirect. As I develop, I am trying to be more and more direct.

”

## Time Management Traps

Twos get trapped working on projects that move co-workers toward their goals but are not in the Twos' best interest. They lose their priorities and long range objectives to assist others. They tend to avoid conflict and as leaders they can be uncomfortable giving direct feedback. This can lead to days and weeks of wasted time and energy. Twos often avoid the technical or numbers side of their jobs and focus instead on relationships.

## As Twos Evolve and Grow

As Twos evolve, they start to deeply feel for others and are caring and concerned about their needs without needing reciprocity. They become warm, engaged, intimate, connected, appreciative people who want to “make nice” and get along. A Type Two manager told me, “I get an intuitive feel for everyone working in my office. If there is a rift in a relationship, or if someone is at the end of their rope, I move in quickly to fix it and make sure we function smoothly as a team.”

Twos naturally see the potential and good in others. Self-aware Twos are kind and sensitive; they like physical touch and helping others feel nurtured. Love is their highest value, and they talk about it often.

As they embrace their potential, they become deeply unselfish, humble, and altruistic. They show contagious enthusiasm and inspire growth and dedication. They give unconditional love to themselves and to others. They learn to let go and feel joy in their hearts as they watch people who they have helped move on to other things.

### As Twos Become Less Conscious

Twos can be jealous and possessive. They have a compulsive need to be closer to others and start “people pleasing.” They become overly friendly and inappropriately emotionally demonstrative. They are manipulative, giving seductive attention, and “strokes,” and they expect that in return others will meet their needs in a similar fashion.

There is a pride underneath the giving that young Twos are not aware of. A young Two told me, “I don’t have pride. I’m humble and insecure.” The pride is actually a puffed up feeling that Twos get from being the best at helping others or from being able to meet others’ unvoiced needs. A Two said, “I can meet everyone’s needs often before they know what those needs are. I can put my needs away to help everyone

else thrive.” As things start to unravel, Twos become more insecure and want others to depend on them and feel they are indispensable. They play the “martyr” for others and can be overbearing, patronizing, and presumptuous. If they ask for assistance and then do not receive what they ask for, they feel rejected and devastated.

When they “bottom out” they often become sexually promiscuous. Eventually they are able to excuse and rationalize what they do because they feel abused and victimized by others and are bitterly resentful and angry.

### Examples of Twos

Elizabeth Taylor, Mother Teresa, Barbara Bush, Leo Buscaglia, Monica Lewinsky, Bill Cosby, Barry Manilow, Sammy Davis, Jr., Martin Sheen, Alan Alda, Sally Jessy Raphael, Bishop Desmond Tutu, “Melanie Hamilton” (*Gone With the Wind*), and the original “Dr. McCoy” (*Star Trek*).

“I had to learn to be alone.  
Solitude is where I recharge  
and get in touch with what I  
want in the moment.”

## THERESE SKELLY • Type 2



I'm known as a Type Two on the Enneagram. That means, in the negative, we're the super helper and super codependent, and messy boundaries...I was charging \$75 an hour and I actually let a client get up

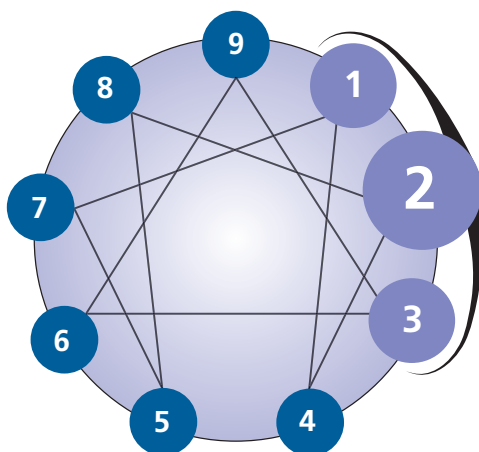
to a \$1500 balance before I even said, "I don't think I can see you anymore." Think about that!

That was 20 hours and \$1500 because I was so worried about hurting her, I was so into taking care of her. And another place my Type Twoness just bit me in the ass is on a VIP day. I had a client sign up and...I just decided to give her the day first and get the money later because I wanted to help her and take care of her. Guess what happened? I lost probably \$2,000 or \$3,000 because she didn't pay me the full amount.

Now, that's before...today, I have a nice six-figure practice. I have clients that I love, I charge really good money for my services and nobody ever doesn't pay me...that's just the area of money. You're going to hear more about other changes that we Type Twos have gone through on the panel so, make sure you sign up for the [Enneagram Panels](#) program and listen to us!

## Your Wings

You may react or pay attention to the world in ways that are similar to the types sitting next to you on the Enneagram symbol. The types found beside your type are your wings. If you are a Two, you may have a One wing or a Three wing. You may find that one or both wings show up strongly at different times in your development as your life circumstances change.



**PAST TYPE TWO PARTICIPANT AT OUR EVENT**

## Your Path to Effective Entrepreneurship

- At a young age, you learned that you have to please, to help, to put your needs aside and take care of others to earn love. This was a sane response to a dangerous world but you have formed a personality around this assumption and it is keeping you from realizing your potential, from making the authentic connections with others you long to have.
- Learn to set personal boundaries and limits. Give of yourself only when appropriate or when others ask for it.
- Spend time alone to assist you in developing a sense of self and identifying your own needs, wants and desires. Acting independently helps. Learn to ask for help, for compassion, for assistance, and for anything else that will get your needs met.
- In situations when you feel the compulsion to meet others' needs or wants, stay connected to your self, your body, and your truth.

To Take the  
First Step  
on Your Path

CLICK  
HERE



- Know that your surface helpfulness and selflessness covers subtle manipulation. There is an underlying pride that you have in your abilities to empathize with others' emotions and meet their needs. Learn to recognize this pride, then investigate it, live in it, and chew on it. When you notice that you are giving, check in with your deeper motivation. Are you giving to get? Are you feeling pride about your ability to help? As you transcend your type, an underlying humility around these abilities will develop.
- Develop personal power and strength in your social groups, with your close family, and then at work.
- Get to the feeling of discomfort that comes up with true intimacy and stay in the discomfort even when you experience fear that others will see through your image as a person who is comfortable with deep connection.
- Be leery of the feeling of shame. If you feel shame around your own needs, you are probably sinking into a pit of hate and related dysfunctional behavior.

- Shame often leads Twos into assigning blame or accusing others. If you witness this in yourself, try to pull out of the situation and be objective.
- Cultivate a need to be as real and authentic as you can be in the moment.
- Know that you are loved for who you are, not for what you do for others.



**PAST TYPE TWO PARTICIPANT AT OUR EVENT**

## Where Do I Go Now for Business Success?

You can watch a video of successful Type Two Entrepreneurs describe how their type got in their way, the inner work they did, and how they ended up generating more clients, impact, and money through their own transformational journey on our Enneagram Panels!

Watching live humans actually reveal their inner world, their fears, this pain, and their triumphs to you will help the types come alive like no book, CD, or web site can. Panels are a deep dive into each of the types and you can get the panels for a special reduced price because you've already read this ebook.

**Click this link to watch the video description of the panels.**

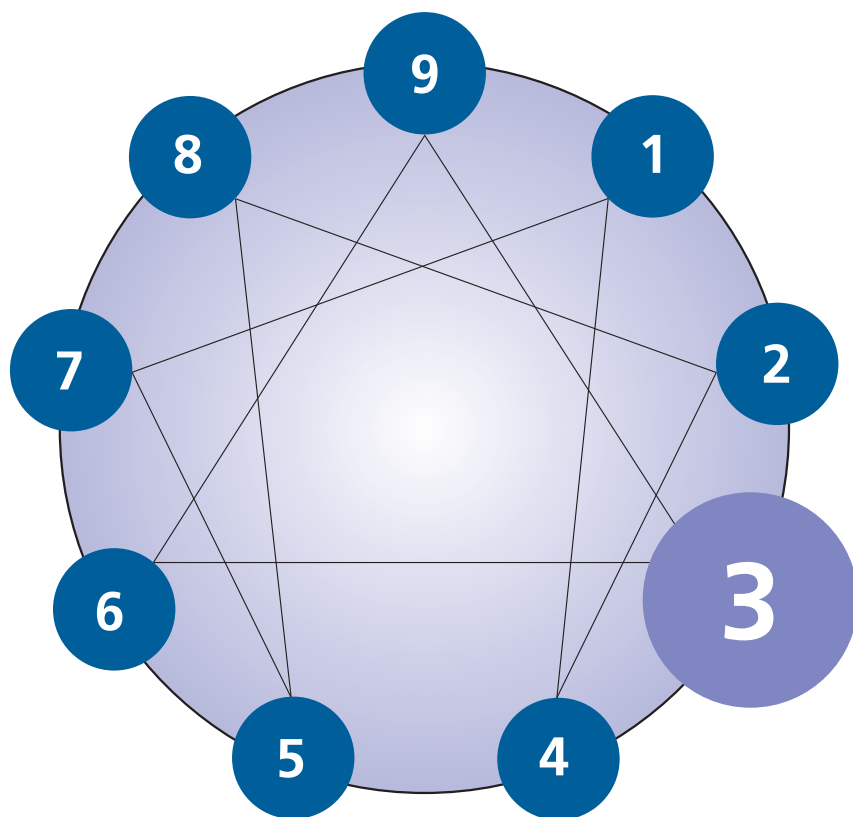
If you are not completely positive what your Enneagram Type is, I encourage you to take our free on-line assessment. You will watch some videos of me acting out the types, answer some questions to discover your type, and we will email you a report with your scores!

**Click this link to take the on-line assessment.**

I hope you sign up, watch all the interviews, get inspired, and jump into your own transformation! I look forward to seeing you in the program!

## TYPE 3

### The Performing Entrepreneur



**T**ype Threes have strengths that include: being energetic, industrious, achievement-oriented, pragmatic, adaptable, successful, and driven. They read others' emotions and responses in the blink of an eye and adjust their behavior to be liked, to be impressive, to be in with the "in crowd."

Their areas of development include: being pushy, narcissistic, self-promoting, and overly image-conscious. They typically work too hard and miss out on the depth of connection and intimacy that comes when people slow down and connect.

Threes are very aware of the impact they are having on others. They create a front that they show to the world and their image shifts to meet the needs of the group they are with. They quickly move to the top of social ladders or organizations. A Three said, "I adjust to the situation. When I was a hippie, I had the best tie-dyed shirts around. Now that I'm in business, I'm the hottest little executive you've ever seen."

A Three was sitting sideways and slouched in a chair as I was interviewing him, and he told me, "Sitting this way is not comfortable. I would be hard pressed to find a more uncomfortable way to sit in this chair, but I think it looks cool!" He continued to sit the same way throughout the interview in spite of the discomfort he was feeling.

Threes are competitive in many areas of their life, constantly trying to be the best or at least project an image of being the best. They fear being humiliated or "looking bad." A Three told me, "When I learned to ski I wouldn't be on the bunny slope with the beginners. That would look bad. I hired a

trainer, got the perfect form down, and quickly moved to the intermediate and black diamond runs.”

They avoid failure at all costs (even second place is tough to swallow) and may try to reframe situations in which they didn't perform well so they feel that they achieved in some way, “I always win in some subcategory from a different point of view.”

## Blocks to Marketing Themselves

Threes create an image that shifts to meet the needs of the group they are with

Typically Threes know how to shine.

They excel at knowing what to say and how to hold themselves to look like a success.

They can get so wrapped up in the image that they feel plastic, or surface level, and we don't feel their authenticity coming through in their marketing materials.

At other times they will not put out marketing materials unless

they look excellent, so they don't get

released (or even created) if the Three thinks there is a chance that they will not be seen as the top dog, or most successful.

Sharing the spotlight with other co-leaders or collaborators can be difficult and this can cause breakdowns in joint projects where multiple people have to be highlighted and promoted.

## Blocks to Selling and Asking for Money

Often selling requires a focus on the client, and their needs, their pain, the blocks they face, and their hopes and dreams. Young Threes will spend too much time in selling conversations talking about their achievements, their background, and their process rather than focusing on the client or customer and trying to understand what's happening in their world.

Under all the energy, big smiles, and image is a small child that's not sure of their worth or value. If this child is hurting or triggered in selling conversations it can be difficult to ask for the money and close the deal.



PAST TYPE THREE PANELISTS AT OUR EVENT

## CHRISTOPHER KYLE • Type 3



Before I did my inner work around my Three, I noticed that I was really focused on what other people thought of me and what other people thought of my business and...I didn't have the personal passion

for it. I was really doing things that made my business look good to others and not necessarily growing it for me like spending thousands of dollars on an office space that I didn't really need to have but it looked good.

So I didn't build it to the point where I could have made two or three times what I sold it for probably. I lost maybe \$200,000 or \$300,000 on the business. And so, now, as I've done my work...I've really noticed that what's shifted for me is all about my authenticity, of being authentic to myself. I call it an inside out approach rather than an outside in approach.

So, this inside out approach means that I'm really concerned mostly about: Does this fire me up? Am I passionate about this? What brings me alive? What in my business inspires me? So now, with the business that I have in online learning, I'm working with global luminaries from all over the world and doing programs around purpose and authentic leadership and so, I'm feeling really inspired and fired up! The creativity that's coming from me is helping me grow my business and it's booming right now and I'm in a space that I love and I have more clients actually than I could handle right now.

So, I really hope you'll join us for the **Enneagram Panels** program. I'll be sharing more on the panel about my strategies....and the transformations that I've made, so I hope you join us for this special program.



## Blocks to Creating Supportive Relationships

Threes are task-focused, have long “to do lists,” and seem to constantly be on the go. They think quickly and are constantly multitasking in an attempt to do more in less time.

With all this focus on tasks, they tend to forget about the personal relationships as they stay in action and focused on tasks.

People can feel like they are a means to an end or a stepping stone for the Three on the way up the ladder of success.

Threes will rarely let their emotions keep them from performing well and brush their feelings aside to

“get the job done.” It’s difficult for them to feel vulnerability or even admit

that they can’t do something. So they never look like they need any support or help from others. People who could be emotionally supportive never have an opening, and people who could help in the business world don’t know there are needs so it’s hard to offer them anything.

Threes’ strengths:  
being energetic,  
industrious, adaptable,  
achievement-oriented,  
pragmatic, successful  
and driven

## Specifics:

**Hidden Motivating Belief:** “I earn worth through what I accomplish and achieve in others’ eyes.”

**Hidden Emotional Driver: Deception.** I deceive myself into believing I am the successful image I hold in my head. I deceive others through managing my image.

**Basic Desire:** To feel valuable and worthwhile, to be a success.

## For Threes Attention Moves to:

- Adjusting their image to gain approval from the current audience.
- Accomplishing tasks (They lose connection with their feelings).
- Avoiding and reframing failure as a success.
- Efficiency.
- Being competitive. Winning the game.
- Earning approval and accolades from others.

To Release  
Your Blocks

CLICK  
HERE

## “Quotes from Threes

If you're not moving forward, get out of the way!

It's easy to push my emotions aside to accomplish a task. I usually don't even feel my emotions at all.

I get stressed when things don't go my way, when events stop me from completing projects, or when people make me look bad in front of co-workers.

I can't stand being surrounded by incompetence. People who are slow or not on the ball drive me nuts.

I was working with an organization that was going down. I tried to get them going but when it got worse, I abandoned the sinking ship.

I can control the information I give you so I look successful.”

## Time Management Traps

Threes accomplish more than most of the personality types. They lose sight of the big picture as they bear down and complete the task before them. They may spend weeks on a project without evaluating the relevancy of the project to the long-term vision of the company. Threes often “cut corners” and make projects look good without being thorough. This can cause havoc when the truth is revealed and things have to be patched up or entirely redone.

Often young Threes will push themselves for extended periods of time to perform well. They will not listen to their bodies and will get sick, have an emotional breakdown, or find themselves in the hospital before they slow down. It can take months or years to recover from this...and they are often forced to only work a few hours a day as they recover.

## As Threes Evolve and Grow

Threes become more pragmatic, humorous, focused, and accomplished. They believe in themselves and their own value. They are adaptable, desirable, charming, and gracious. They can be incredibly resourceful once they commit to reaching an end result.

Evolving Threes are eager to improve themselves and to “be the best they can be.”

Americans live in a society that highly values the Three point of view as the United States is success- and achievement-oriented. Threes embody hope for themselves, for their organizations, for their country, and for the planet.

As they embrace their potential, Threes become self-accepting, inner-directed, and authentic. They adapt quickly to reach goals through chaos and hard times. They learn to value “the process” as well as the end results. Aware Threes learn to be less dependent on the feedback from others and to find their strength and self-worth within. When this occurs they become gentle, grounded, and real.



## As Threes Become Less Conscious

Rarely do I see a wave of emotion wash over a young Three (unless it's anger which occurs when someone stops their advancement toward a goal). I look into their eyes and I may see a light or a humorous sparkle on the surface, but never pain, agony, love, raw determination or deep conviction. I

find myself wanting to ask, “Hello? Is anyone really in there?”

As things get bad, they become terrified of failure. They will start to constantly compare themselves with others in search for status and success. They can become workaholics, image-conscious, social climbers. They lose their sense of self and begin to do whatever it takes to be successful, violating ethics or their own values.

Unaware Threes are ultra-efficient but they lose touch with their own feelings beneath a smooth facade. They start to “believe their own press” thinking that they are as great as the image they are creating for the world. They lack the ability or intention to be truly intimate.

When they “bottom out” they can be narcissistic, grandiose, self-important braggarts. They will violate ethics and laws to look good or grab fame in the moment.

## ALEXIS NEELY • Type 3



Before I did my inner work, I used to be really challenging to work with...I had businesses that were making two million dollars a year, I was a best selling author... but frankly, my teams really didn't like working with

me. Everything was about me, me, me, me and my brand and my image and how much do people like me. What I discovered is that's not leadership at all and it's not pleasant to be around. And while I was having all this success, it didn't feel good inside at all.

I had to go through this really intense process, but what I learned when I did is that there is a much higher consciousness way to be a Three...it wasn't at all about me.

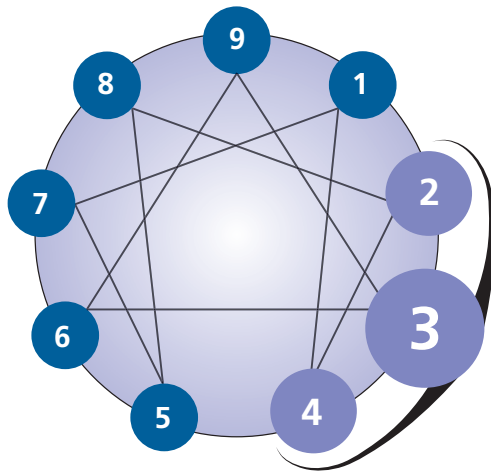
I could bring my gifts to the collective and in support of the collective. In a way, I'm being used for the highest and the best purposes and it's not about me...it's actually about giving of all of myself, in giving back in ways that are far deeper than I ever could imagine.

It's about community, it's about collaboration, it's about connection and it feels incredible. So, today...once again, my businesses are making two million dollars a year; once again, I'm on track to become a best-selling author and do amazing great work in the world, but it's about us, it's about the we, and I'm working in collaboration with people I absolutely love and I don't have to do it all alone. In fact, they do it way better than I ever could; I'm just being used for my highest and best purpose.

So, I want to invite you to join us in this **Enneagram Panels** program so you can have the kinds of changes that I talked about without having to go through the heartache and pain that I had to go through.

## Examples of Threes

Bill Clinton, Oprah Winfrey, John F. Kennedy, Tony Robbins, Tom Cruise, Barbara Streisand, Sharon Stone, Madonna, Shirley MacLaine, Sting, Paul McCartney, Whitney Houston, Ted Danson, Michael Jordan, Shania Twain, Arnold Schwarzenegger, and O. J. Simpson.



### Your Wings

You may react or pay attention to the world in ways that are similar to the types sitting next to you on the Enneagram symbol. The types found beside your type are your wings. If you are a Three, you may have a Two wing or

a Four wing. You may find that one or both wings show up strongly at different times in your development as your life circumstances change.

## Your Path to Effective Entrepreneurship

- At a young age, you were taught that you earn love for what you produce, for being a winner, or for trying hard. You developed a fierce need to succeed, to earn attention and respect from the authority figures in your life. This is a false self, based on a false assumption that is in the long run not effective.
- Practice building up others (instead of yourself) publically and sharing the spotlight of success.
- You will start to integrate when you slow down, evaluate whom you are trying to please, allow feelings to emerge, and learn to act for yourself rather than for others' approval.
- Regularly schedule time to step back out of doing and objectively view the bigger picture and the long-range plan.
- You do, and do, and go, and go, and are competitive to earn the love and admiration of others, but if you are the best, this puts others one step below you, one step down. It is hard to love or support you from down there.



- You can disown others who are losers, who don't measure up, who are not with it. Know that they are worthy, just different. Accept them.
- Often it takes a severe accident or failure to send you into the depression that allows you to reevaluate your priorities. A deep look inside may keep you out of the hospital.
- Learn to identify your own emotions and the emotions of those around you.
- Your deceit is in your image. You deceive your intimate partners, your coworkers, even yourself. As you release your image, you will find that your authentic expression, your emotions, and instincts you can count on, will start to emerge.
- Take pleasure in being, rather than doing.
- Know that you are loved for who you are, not for what you do.



**PAST TYPE THREE PARTICIPANTS AT OUR EVENT**

“It's easy to push my emotions aside to accomplish a task. I usually don't even feel my emotions at all.”

## Where Do I Go Now for Business Success?

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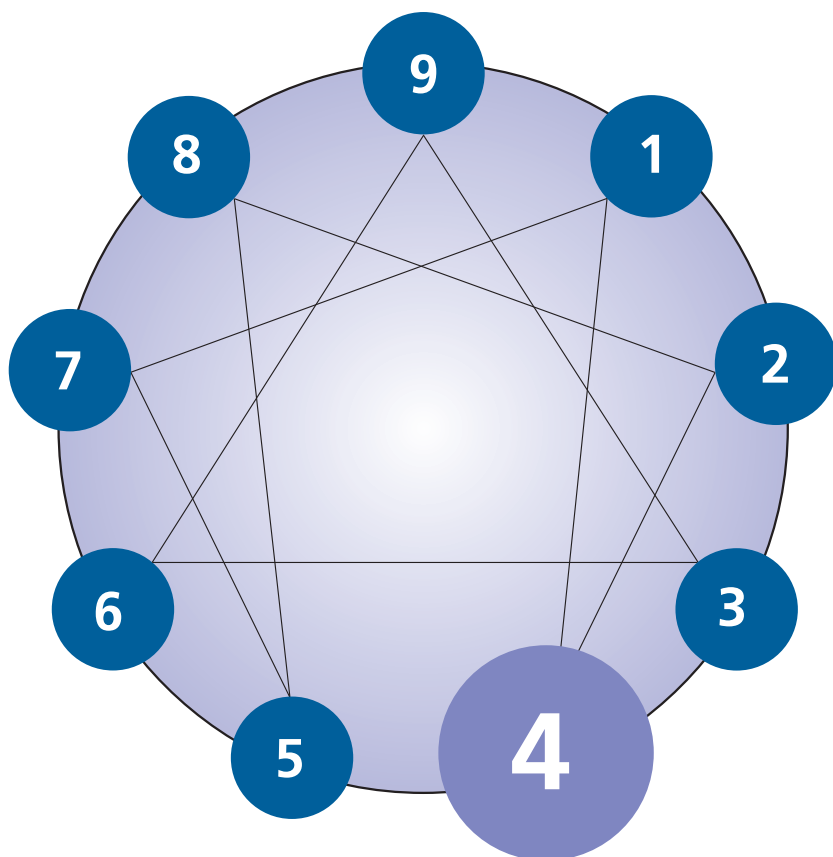
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## TYPE 4

### The Romantic Entrepreneur



**T**ype Fours have strengths that include: being emotional, sensuous, mysterious, creative, and sensitive. They have a flair for creativity and style and often bring a unique expression to their business. Fours often have heightened intuition and deep insight.

Areas of development include: being insecure, feeling excluded, doubting their own value and getting lost in their rich emotional world as they ride the emotional roller coaster to highs and lows. They often have bouts of melancholy or depression. A sadness may surround them.

Fours despise superficiality and are attracted to situations in which people experience deep authentic feelings and heightened emotions. Deeply healing seminars, funerals, births, or weddings hold their attention. A Four client helps put animals to sleep and is very comfortable assisting others with the grief, agony, anger, and spiritual questions that arise around death. A Four took a college class “The Philosophy of Dying” as an elective and discovered amongst the other students a herd of fellow Fours.

They enjoy the sense of longing for what could have been. A Four told me, “I was riding in a plane and a cute stewardess was making her way toward me in the aisle. In my mind I fell in love with her, we got married, had children, she left me, and I was feeling the agony of loss all before she offered me coffee.”


They feel special or unique at a deep level and often believe that they don’t fit in. We were facilitating as a group of CEOs worked through a weeklong leadership training. On day three a Type Four who ran a nonprofit agency pulled me

aside to tell me how out of place she felt. “I’m just not like them, Ben. They are loud and ridiculously social, a different species altogether.”

If the idea of being reduced to a type through the Enneagram disgusts you, then you may be a Four.

## Blocks to Marketing Themselves

Often marketing is something that requires sustained effort over time. If the Type Four is suffering from bouts of melancholy or depression and they can’t function to market themselves the business takes a financial hit.



Fours often  
have heightened  
intuition and  
deep insight

They may believe that marketing is “beneath” them. It is something that those lightweight, flashy people with no substance do. It’s too formulaic, too manipulative, too contrived for a Type Four who *must* express their authenticity!

On the other side, Type Fours often doubt their self-value, or they doubt that others will really see the hidden value that they have. This doubt can make it tough to describe their goods or services with enthusiasm and conviction. It can keep them from reaching out to other well-connected players who can connect them to larger groups of potential customers and dramatically increase their reach.

If public speaking or networking in groups are part of their marketing efforts, they can feel that they lack the self-confidence required to take a powerful stand for themselves and show up with strength and presence in a group format.

## Blocks to Selling and Asking for Money

Under the surface there is an inner question about their worth. It’s as if there is an inner voice often questioning, “Am I really valuable enough to have this? Or to ask for that?” This inner doubt can keep them from selling themselves well and asking for money for their creations or services. When they doubt their value, the world tends to sense it and starts to doubt it as well.

## JEFFREY VAN DYKE • Type 4



I've got to tell you, doing my work as a Four...has been the most substantial benefit to my business in my life. See, I've always known that there was a large expression I was meant to have in the world...but secretly, there

was always a place inside that I felt I needed to hide, someplace inside that I felt really fundamentally broken and the result was I did all sorts of very creative things to keep myself from really getting out there and having the kind of impact I knew I was meant to make.

And it's actually doing my work as a Four and really facing that thing inside of myself and learning how to love myself really deeply, that's changed my life, giving me more joy than I ever thought was possible. But it also changed my business. It allowed me to feel safe and confident and express my gifts in the world in a big way

to the point that today, I serve literally thousands and thousands of people all around the world and make millions of dollars sharing my unique gifts with the world.

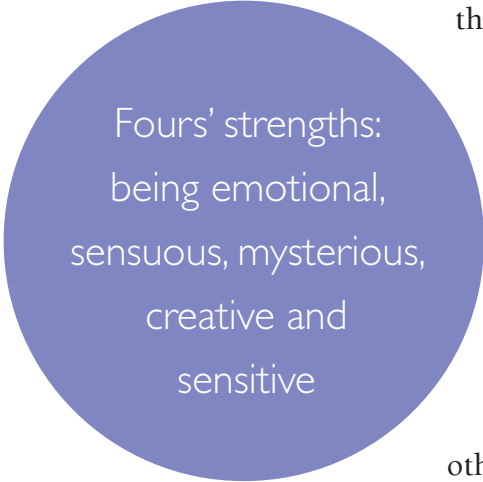
So, if you know that there's something inside of you that is calling to get out but there's something that's keeping you from doing it, this is the place for you to be. Join us for the **Enneagram Panels** program and I hope to see you there.



## Blocks to Creating Supportive Relationships

Many Fours experience something missing inside that can't be found. They have a sense of longing, of needing something just outside their grasp. This manifests as an attraction to the unattainable person or achievement. Other

Fours describe a longing for inclusion with groups that they don't feel will accept them. If you only want to be in groups that will not accept you it's tough to get support!



Fours' strengths:  
being emotional,  
sensuous, mysterious,  
creative and  
sensitive

Type Fours can get lost in an internal world of fantasy and drama rather than being fully present with the people around them. They may isolate, shut down, and hang onto the hurt and wounds others have caused. At times they

blow others' negative reactions out of proportion. For example, if someone accidentally turns away from them when a Type Four starts talking, the Four will often feel shut out or ignored.

This can lead to hypersensitivity to others' comments and projected rejection. The emotional reactivity and isolation tends to wear on relationships and push people away who could become strong allies.

## Specifics:

**Hidden Motivating Belief:** "I have an internal flaw that makes me less than, different and unique. I long for that missing piece."

**Hidden Emotional Driver: Envy.** It's an envy about what's missing and what others have. This often leads to melancholy and depression.

**Basic Desire:** To find themselves and their significance (to create an identity).

## For Fours Attention Moves to:

- Their inner emotional states.
- How others are emotionally responding to what they say or to their presence.
- Intensifying feelings of loss, drama, and melancholy.
- The negative features of what they have or the perfection of what others have.
- Attraction to the unattainable (until it becomes attainable). A push-pull dynamic.
- Attraction to others' pain, death, highly emotional states, and authenticity.
- The feeling of being special, removed from the group.

To Release  
Your Blocks

CLICK  
HERE

## “Quotes from Fours

When I was driving down the street where my ex-boyfriend lived, a wave of emotions swept over me.”

I go into a dark place and it feels like the world is closing in on me, like there is no way out.

For many years being dark and mysterious held a lot of importance for me. The attraction is kind of wearing off.

I am not interested in being a cute girlfriend.

I used to wear black clothes, paint my fingernails black, and feel that I was special because I was an outcast.

I often feel that I'm not part of the group. That they are sharing something that I don't have. That they are something I'm not.

If someone makes a comment that I take as criticism, I can blow it all out of proportion and become sad, depressed, even angry as I go down my emotional rabbit hole.

I feel a shame buried deep beneath the surface.”

## Time Management Traps

Fours lose the moment and cannot stay on task when their emotions overwhelm them. They have difficulty with the meticulous, mundane tasks that make organizations (and households) function. They may avoid: budgeting, balancing the checkbook, record keeping, entering data into the computer, repetitive marketing, or writing newsletters or blog posts.

When these mundane tasks are not attended to, small businesses slowly grind to a halt and eventually fail.



PAST TYPE FOUR PANELIST AT OUR EVENT

## As Fours Evolve and Grow

Fours become more compassionate, loving, intelligent and insightful. They bring their creativity out in their business or marketing in unique ways that others are attracted to.

They can be gentle, tactful, compassionate, sensitive and intuitive. They often seem to exhibit an ironic view of life and a developed sense of humor. They start to easily shift from being open and vulnerable to being emotionally strong.

As they embrace their potential, they learn to avoid, or climb out of, the dark tunnel of emotions. They learn to milk each experience for its personal relevance and hidden meaning. They become profoundly creative, expressing their insights into the human condition through writing, art, dance or other forms of self-expression.

Highly evolved Fours are inspired, deeply insightful about their own process, and regenerating.

## As Fours Become Less Conscious

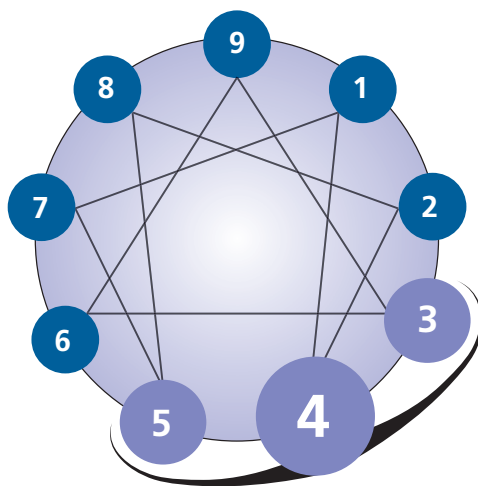
They heighten reality through fantasy, passionate feelings, and the imagination. They start to internalize everything, taking all comments and actions personally. Imagined affronts made by others send them spinning into their own fantasy world.

When things get bad, they can be self-absorbed and introverted, moody and hypersensitive, shy and self-conscious. Gradually they convince themselves that they are different from others, they are “special,” and feel that they are exempt from living as everyone else does.

When they “bottom out,” they become melancholy dreamers, who are depressed, disdainful, and decadent. Self-pity and envy of others leads to self-indulgence and hopelessness. Eventually they become completely impractical and unproductive.

## Examples of Fours

Ingmar Bergman, Orson Welles, Bette Davis, Alan Watts, Alanis Morissette, Paul Simon, Jeremy Irons, Patrick Stewart, Miles Davis, Johnny Depp, Anne Rice, Tennessee Williams, Edgar Allan Poe, Annie Lennox, Prince, Michael Jackson, Virginia Woolf, Judy Garland, “Blanche DuBois” (*A Streetcar Named Desire*).



## Your Wings

You may react or pay attention to the world in ways that are similar to the types sitting next to you on the Enneagram symbol. The types found beside your type are your wings. If you are a Four, you may have a Three wing or a

Five wing. You may find that one or both wings show up strongly at different times in your development as your life circumstances change.

“I used to wear black clothes, paint my fingernails black, and feel that I was special because I was an outcast.”

## Your Path to Effective Entrepreneurship

- That initial wound you suffered from the perceived abandonment by an authority figure colors all of your interactions with individuals and groups. The abandonment was not your fault; it was caused by the authority figure's defenses, by their life circumstances, by their Enneagram type. Since that loss, you resist developing real attachment to anything and anyone and prefer pseudo-, fantasy attachments and you move easily into your internal emotional world. This was an appropriate defensive response at the time, but it is distracting you from connecting with others and from finding your authentic self.
- You are often searching for inspiration and insight. They will show up with more regularity if you have some structure in your day. Regular scheduled activities can ground you.
- Recognize, befriend, and release the shame you feel at such a deep level.
- Cultivate a sense of humor about your need for depth, for dark thoughts, the need to be special, the unrealistic expectations you have of yourself, and the trips your mind takes you on. Being able to laugh at yourself is a gift.

- You may believe that the perfection has been broken. As if the universe was a perfect vase which now has a crack in it. Remember that the crack is an illusion. The universe is an ongoing unfolding of synchronized, organized, harmonized perfection and you are part of that perfection. What you search for and yearn for is within you. You are whole in and of yourself.
- Determine what is real and what is made up in your emotional imagination. You believe that to be stimulated, to get your “juice,” you must be at a high or a low emotionally. There is richness and fulfillment in the middle ground, in the ordinary. Find the middle ground.
- If you can accept others as they are with both strengths and human weaknesses, you will stop idealizing them and can enter into real relationships. Your moods are emotions, but they don’t lead you to real sensitivity. Moodiness is an internal, self-referencing place and is not connected to others’ emotional needs, dreams, or fears. Practice sensitivity to others.
- Celebrate the specialness of others.

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## Where Do I Go Now for Business Success?

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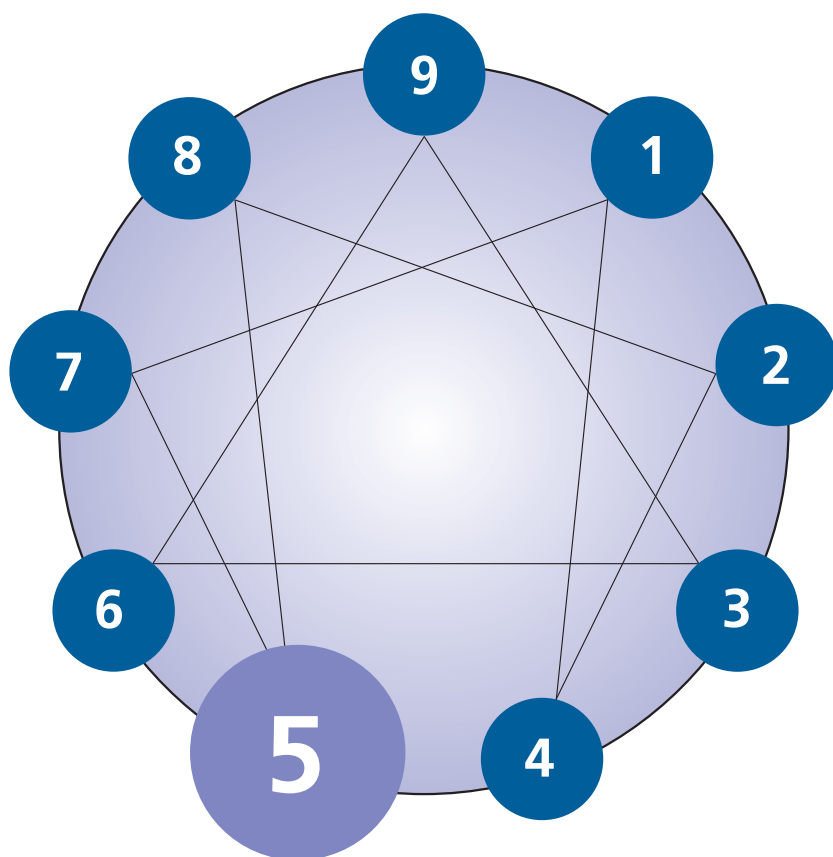
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**Click this link to take the on-line assessment.**

I hope you sign up, watch all the interviews, get inspired, and jump into your own transformation! I look forward to seeing you in the program!

## TYPE 5

### The Observing Entrepreneur



**T**ype Fives have strengths that include: being curious, investigative, contemplative, innovative, and conceptual. They are keen observers and are willing to study and do the research required to know a subject at great depth.

Their developmental areas include: being overly reserved, calculating, emotionally cut off, and removed. They have trouble taking bold action that generates results.

Fives want to know a thing at its core, at its essence. They want to figure out how it works, what makes it tick, how the parts fit together to create the whole. They will spend unending hours pulling concepts or things apart and researching the aspects of it in the search for understanding.

Fives enjoy watching things happen from a safe distance, observing, studying, or talking about life rather than participating in it directly. They tend to detach from feelings and think their way through situations.

Knowing their own emotions can be difficult. Often after going through intense situations (or networking events), a Five may retreat into solitude to replay the events and figure out how he feels.

Fives enjoy analyzing abstract theories, gathering knowledge, and figuring out how things work. They can hold vast amounts of information and mental models. Often they can spend the hours required to make small tweaks to optimize complex processes (like internet marketing).

They tend to go into depth, follow one idea, and burrow down into its essence. They can get lost in “analysis

paralysis” in which they research and think endlessly about projects rather than taking action. This keeps them from releasing new services, marketing materials, or grabbing opportunities as they come up.



Fives enjoy watching things happen from a safe distance

Often they become specialists in a narrow field. I know specialized Fives in many walks of life: a physicist that enjoys talking about the unpredictability of electrons and protons, a gardener who lectures on Asian gardening techniques, a professor who knows the nuances of gender role differences in peasants from Montenegro, Yugoslavia, a CEO who can tell you, off the top of his head, the return rate from every snail mail campaign his company has run in the last twelve years.

### Blocks to Marketing Themselves

If the marketing activity includes groups, public speaking, or interacting directly with other humans Type Fives may find it overwhelming and avoid it or leave before real connections are made.

If marketing includes revealing themselves (which is being called for more and more from leaders these days) the Five will feel very uncomfortable as they tend to keep their inner world very private.

Marketing in the digital age can include videos or written articles and blog posts that need to capture attention and draw prospects in. Fives tend to have trouble accessing a lot of emotion so their videos and writing can feel heady, disconnected, complicated, and dry. This is not good for marketing and creating connection with potential customers!

### Blocks to Selling and Asking for Money

Selling typically requires talking to another human for a longer period of time, so Fives may feel uncomfortable with the idea of an “enrollment conversation.”

Fives typically are good at asking questions and pulling information out of clients, but have trouble forming relationship and rapport quickly. They are more likely to study the potential customer (like they are an object!) and get lost in the complexity of the problem or the solution, rather than joining with the potential customer and give them emotional support or hope.

Experts say the decision to buy is always an emotional decision that we back up later with logic. Type Fives will need to learn how to help people make an emotional decision with the heart, instead of appealing only to the logical, thinking mind.

## CARLA KING • Type 5



Before I worked at overcoming the natural tendencies of the Type Five, I hid out as an introvert in very niche places, unwilling to do more than just observe the other world and keeping my writing and my travelling and my

learning all to myself and too shy to claim the authority and the expertise that I could be sharing with others in the world personally and in business.

At one point, I realized that sitting with my introverted observer was costing me not only opportunities for personal growth but also the opportunity to expand in business and make money doing what I love the best.

So, I made a change and I'm awfully glad I did because today I make a very good living working on my own project and I'm helping others also in ways that I never

could have imagined. I learned how to become an occasional extrovert and then everything changed. It led to so many benefits such as being paid to ride strange motorcycles around the world and write about it for magazines and being paid to speak about having done that at conferences and to people who were really fascinated...selling books, the books that I've written about those topics and teaching other people how to publish their books and selling books and online programs through my website that help people realize their dreams too and making a few thousand a month out of these programs.

So, I'm really looking forward to the **Enneagram Panels** program and I hope you'll sign up too because maybe I can inspire you to positive transformation...I'll see you there.

## Blocks to Creating Supportive Relationships

Fives think that flamboyant, talkative, and probing people are invasive, that they will drain a Five's energy, knowledge, or resources. They need solitude or "me time."

One Five said, "In many social situations I wish I had a button I could press that would make me disappear." Another Five told me,

"I often don't answer my phone when it rings or open my front door when people knock if they are not invited. If a friend wants to talk with me, they need to set an appointment or something."

In social situations they may be reserved and distant.

Others often interpret this behavior incorrectly assuming the Five is

judgmental and aloof rather than hesitant or overwhelmed.

Fives like to have structure or limits on time spent in groups. "I'll go to a cocktail party but not to a dinner party. At a cocktail party I can chat and leave. Dinner parties can extend indefinitely and you have to endure sitting next to one person for long periods of time."

Fives' strengths:  
being curious,  
investigative,  
contemplative,  
innovative, and  
conceptual

Fives learn to reduce their own needs to reduce involvement and dependency on others. This makes it tough for people to see a need and offer support.

Many live simply with sparse surroundings. People who are overly giving, or needy, annoy Fives as they value self-sufficiency. A Five said, "I don't even like it when people give me presents as it develops an obligation that I give something back to them. Besides, the present is never functional and I don't want to have clutter in my house."

Fives are slow to let people in or form attachments. If you push too hard they may bolt: "I had a date with a guy last year. I liked him but the next day he showed up at my door with candy, flowers, and presents for my cats. I knew in an instant it was over. He was too invasive."

Once a relationship is established, it tends to last. Fives feel that they are connected and in relationship with others even when contact is rare. One told me, "My best friend lives 3,000 miles away. We only speak four or five times a year but I feel close to him even when he's not around."

To Release  
Your Blocks

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## “Quotes from Fives

I like to compartmentalize information and compare new ideas or systems to see where they fit with the systems I already know.

I don't like to chitchat at parties. If we're talking, it should be about information exchange or some valuable ideas.

I was surprised when others said I was arrogant. My pulling back from the crowd is actually a coverup for insecurity.

The more I know about things, the more I can piece together this mystery called life. The problem is, I never can gather enough information.

All my regrets are about missed opportunities. These opportunities passed me by because I decided I could do without something, I didn't want to look needy, or I didn't need help from anyone else.

It can take months or years to build trust and a flow of communication with me.

I don't like having the attention on me (even if it's praise), especially in unknown situations where expectations are not clear.

I feel grateful when I finish social interactions and I didn't put my foot in my mouth or feel shame in some way.



## Specifics:

**Hidden Motivating Belief:** “There is not enough time, energy, or resources in the world so I must minimize my needs and my sharing.”

**Hidden Emotional Driver: Avarice.** Avarice is the need to protect their personal energy, time, knowledge, or personal space. It stems from the sense that there is not enough in the world, that there is lack.

**Basic Desire:** To be capable and competent on my own.

## For Fives Attention Moves to:

- Limiting desires and wants.
- What they can do without.
- Need to control emotions. They need privacy to allow feelings to surface.
- Gathering information and knowledge.
- Figuring everything out as a way of being safe from outside intrusion.

## SUE PAANANEN • Type 5



Before I did any inner work around my Type Five tendencies, I bought a lot of programs that are out there focused on business strategies, sales and marketing, and I studied them very hard at home. But I really

took no action because I was too shy to take action on them.

I was a wonderful student but made only \$8000 in an entire year...because I just didn't take the action. When I got people on the phone with me, I couldn't speak about my worth...and I just wasn't making any headway in my business.

And after I did some inner work...around being an Enneagram Type Five, I was able to do a number of things to improve my income to six figures the very

next year. This included strategies for overcoming my resistance to getting out there...attending events and learning how to stand out in a way that was comfortable to me, and gaining a lot of business through going and socializing in a way that worked within my comfort level as an Enneagram Type Five.

I encourage you to sign up for the **Enneagram Panels** program so you can have these kinds of changes too and you'll be seeing me on the Type Five panel!

## Time Management Traps

Fives tend to over-analyze, to search for all the information, to ponder potentials. All this thinking keeps the Five from taking decisive action. Fives will avoid critical meetings and conversations in which frustration, anger, or sorrow may develop. They have difficulty delegating tasks to subordinates who don't grasp the complexity, or have the intelligence, to handle a problem.

## As Fives Grow and Evolve

As Fives evolve, they become more alert, insightful, and observant of detail and nuance. They value foresight and prediction. They are able to fully concentrate and become engrossed in what has caught their attention. They attain skillful mastery in compartmentalized areas which often leads to expertise in some field. They are excited by knowledge which makes them innovative and inventive, producing extremely valuable, original works. They are highly independent, idiosyncratic, and whimsical.

As they embrace their potential, they become visionaries and find entirely new ways of doing and perceiving things as they challenge the established systems. They consolidate vast amounts of information into clear terms that others can understand and actually apply!

Highly evolved Fives are open-minded and more fully expressed. They come to comprehend things in a broader context, with more subtlety and levels. Their knowledge becomes profoundly impactful.

## As Fives Become Less Conscious

As they shut down, Fives become very protective of their time and space but are not willing to confront offenders. A service man arrived at a company to install DSL while a Type Five staff member was away for lunch. When the staff member returned to find four people in his small office, his books piled haphazardly on the desk, and the bookshelf pulled away from the wall, he felt abused, invaded and upset. He did not bring the issue up for months though he resented the office manager for letting people into his office and he contemplated quitting.

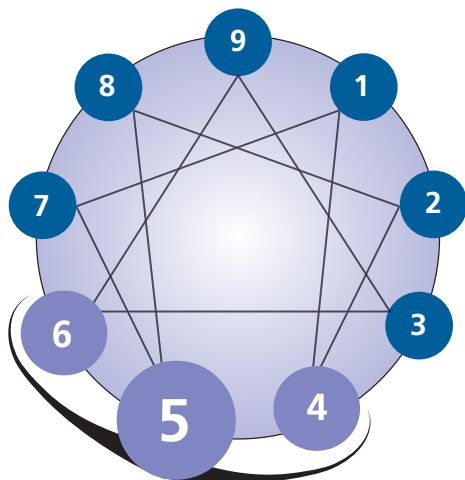
When things start to unravel they become increasingly detached, studious, and overwhelmed with complicated ideas, mental models, or imaginary worlds. They are preoccupied with their visions and interpretations and lose contact with reality. They can spend hours developing technique that is never applied.

As they “bottom out,” Fives are highly unstable and fearful, they reject others and all social attachments. “Basically I want everyone to go away and leave me alone.” They live in constant fear and are prey to gross distortions and phobias.

## Examples of Fives

Albert Einstein, Buddha, “Mr. Spock” (*Star Trek*), Emily Dickinson, Stephen Hawking, Bill Gates, Gary Larson, Jane Goodall, Bobby Fischer, Tim Burton, David Lynch, Stephen King, Clive Barker, Trent Reznor, Friedrich Nietzsche, Vincent Van Gogh, Kurt Cobain, and “Fox Mulder” (*X Files*).

## Your Wings



You may react or pay attention to the world in ways that are similar to the types sitting next to you on the Enneagram symbol. The types found beside your type are your wings. If you are a Five, you may have a Four wing or a Six wing. You may

find that one or both wings show up strongly at different times in your development as your life circumstances change.

“I don’t like to chitchat at parties. If we’re talking, it should be about information exchange or some valuable ideas.”



PAST TYPE FIVE PANELIST AT OUR EVENT

## Your Path to Effective Entrepreneurship

- Fives need to focus on reaching out and connecting to create solid relationships with high-caliber people who can support them in reaching the next level of business success.
- Start to watch for and explore how energy, money, ideas and things naturally move in and out of our lives, our homes, our bodies, and our spiritual selves. You will integrate when you open to this natural flow.

- You feel a scarcity in yourself or in the world at a deep level and it is an illusion. We live in an abundant universe. There is enough knowledge, energy, and resources to go around. There is enough of you to go around. As you open to the natural flow, you will realize that people can actually add to your energy and knowledge.
- Come out and play with the world, make your thoughts known, become more public as you learn to share yourself with others (especially in your marketing).
- Learn to explore and express your feelings. Join a group that focuses on self-disclosure. Engage in activities that pull you out of your head and into your body. Choose specific people you would like to open up to and ask them to provide a safe place and time to do so.
- Pay attention to your intuition and emotions as they can both be a source of energy and self-knowledge.
- Try to have an influence on the world. Put yourself in situations where conflict will show up around you and try to sit with it; eventually you will be able to engage in it directly. Practice with therapists, coaches or counselors will help.



**PAST TYPE FIVE PANELISTS AT OUR EVENT**

- For the sake of the loved ones in your life and your business partners, when you go into your private area to think, let people know how long they are going to have to wait for you to reemerge so they don't feel abandoned.

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## GUY SENGSTOCK • Type 5



I'm a Type Five and like most Fives, my tendency always in my life was to move away from relationships and to go inside and prepare and often never really come out towards people for what I was preparing for which, as you can imagine, had huge consequences in my life and especially my businesses.

I would abdicate all of the responsibility for sales and public relations and marketing and all of the things that involved relationship, i.e., where all of the money was coming from! And then wouldn't be able to deal with the relationships of my staff and my business partners and so everything would break down and I would lose businesses and I would lose money. When I did my inner work and I started to work through all of the barriers and the blocks that come with being a Five,

and I started to actually spontaneously and naturally move towards relationship...within a year I basically tripled my income.

And I've come to find out that there's virtually no difference between my inner work and my business life and my professional life. As deep as I go inside, is as wide and as successful as I go outside. They are hand-in-hand and that's why I truly, truly, truly hope that you sign up for the [Enneagram Panels](#) program. I'll see you there!

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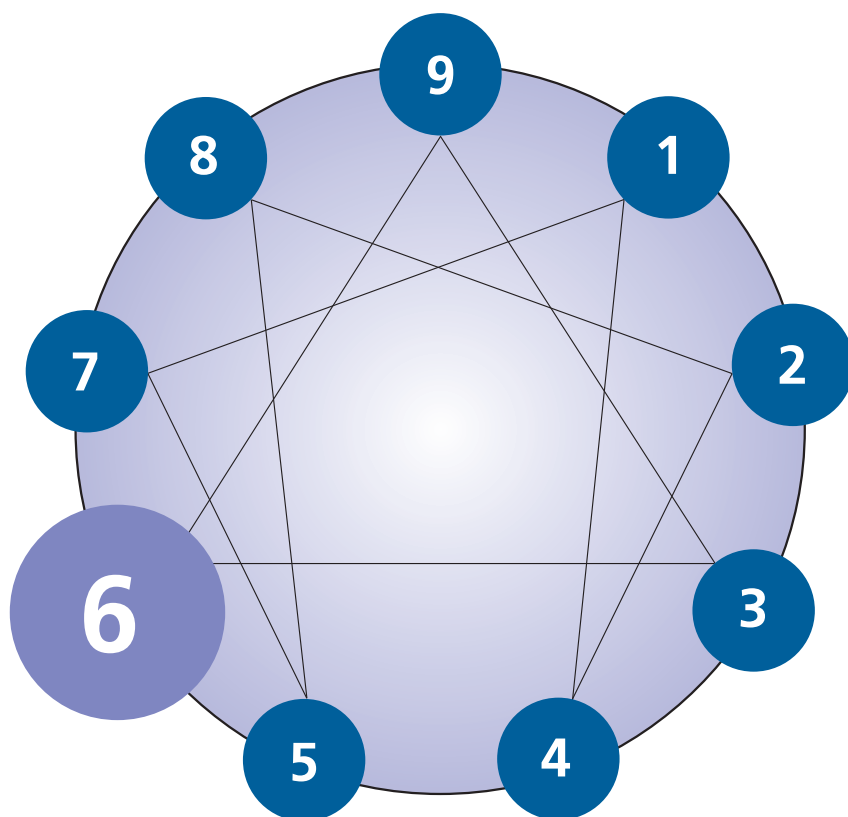
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## TYPE 6

### The Loyal Skeptic Entrepreneur



**T**ype Sixes have strengths that include: being courageous, dedicated, responsible, analytical, and alert. They are naturally curious and aware of what's happening around them.

Areas in which they need to develop include: being anxious and doubtful about themselves and their capacity, and about others. They can get lost in fear about the future.

Sixes can be very loyal to friends and colleagues and will go overboard to assist them if they are in trouble. They are naturally attracted to, and protective of, the underdog. They aid the downtrodden and often view themselves as champions in their work supporting people of color, children that are being picked on, social causes, equal rights, or animals that are scarred or weak.

Sixes are very aware of their environment. One hypervigilant Six said, "When I'm reading a book in the living room, I know everything that is going on in the house. I know who is awake and when they move. Yesterday I was sleeping and the sound of a cat walking through the grass outside my window woke me up."

Vigilance leads to highly developed powers of perception. It is difficult to deceive a Six, as they often see through to others' hidden agendas. In meetings Sixes quickly and intuitively measure the strength of the participants. They identify people who are potential threats and allies and watch those who hold power closely for indicators of their emotional states and intentions.

As they enter new situations, Sixes are cautious and need to understand the rules, the structure, and the potential threats. Sixes scan for information in many ways. After I delivered a seminar to a small group, a Six who was attending the event told me, “I noticed how you set the chairs up instantly as I entered the room. It tells me if it’s going to be a group discussion or a lecture style of workshop. It gives me insight into who you are too. I start evaluating you before you’re even in the room!”

Sixes are  
attracted to and  
protective of  
the underdog

Sixes ask many questions in an attempt to reduce their anxiety levels and seek safety in what they feel is a hostile world. Young sixes are often unaware of their vigilance, fear, or safety-seeking behavior though they know they question people and naturally take the role of “the devil’s advocate,” to explore all the possibilities.

## Blocks to Marketing Themselves

Sixes tend to worry about the future and use their natural ability to think of potential problems and catastrophes (troubleshooting) to prepare for the unexpected.

This capacity to think about everything that might go wrong can be a gift, but it can also keep them from taking action as they worry about the consequences. The fear tells them, “If you get too big or too successful you will become a target for others to attack or envy, so better to stay small and under the radar.”

So marketing efforts are kept small to create the illusion of safety and the level of success is capped.



PAST TYPE SIX PARTICIPANT AT OUR EVENT

## DANE MAXWELL • Type 6



Before I did my inner work on the Type Six, I used to be unconsciously run by the most devious, hard-to-track-down, hard-to-find patterns and I sought safety in business success, I sought safety in women, I sought

safety in being significant and I didn't know that I was unconsciously doing this. I didn't even know I wanted safety which is the driving need for a Six.

After my inner work, I'm very consciously aware of this, I'm no longer seeking safety in these places, I'm no longer exhausted, I'm no longer drained by living completely unaligned with who I am.

I'm aligned with "I am safe in myself" and through that, I'm creating the safety through others, safety through my organizations, safety through my employees, safety


through our customers and it's just a total blast and like exponentially happier as an aware Six.

When I first found out, I did not want to be a Six initially, but I love it, I'm in love with the Six now, it has so much power and I feel so powerful. So, I hope that you sign up for the [Enneagram Panels](#) that Ben's putting together so you can have these kinds of changes in your life and I'll be on the Type Six panel!



## Blocks to Selling and Asking for Money

Internally Sixes are wrestling with doubts around authority. They want to trust authority figures out in the world but they often seem like they can't be trusted. They also want to trust their own inner authority but it has let them down as well so self-doubt often plagues them.



Sixes' strengths:  
being courageous,  
dedicated,  
responsible, analytical  
and alert

This plaguing doubt about their own capacity to show up and accomplish things keeps them from owning the impact they have on others, the influence they can bring, even the level of mastery they have in their given field. This keeps them from marketing themselves with conviction, selling well in one-on-one conversations, and asking for the money they want with confidence that they can deliver results.

## Blocks to Creating Supportive Relationships

Often Sixes make up stories about how others have bad intentions or lack the skills, or morals, to keep them safe. They will “project” their internal concerns and fears onto people and coworkers so completely that they feel real. A Six said, “I agreed to go on a trip with a friend to the coast. Immediately I started to think of everything that might go wrong—we might crash, we could get lost for days, he might not bring enough food, even worse, he might be a serial killer and I’ll be alone with him and at his mercy!”

This tendency to “project” makes it difficult for Sixes to trust other people, to reveal themselves deeply with others, and to be supported.

Issues of power and control loom large for Sixes. They are tuned in to who is wielding power, how trustworthy they are, how much they abuse the power they have, and whether they will create safety for their staff members and supporters. Creating relationships with people who have some personal power and influence can often lead to many kinds of support. If Sixes can't learn to trust and form relationships with these people their road to gathering influence can be long and frustrating.

To Release  
Your Blocks

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## “Quotes from Sixes

I catch myself comparing what people say with the actions that they take. If these things are not in alignment, my internal alarms start going off.

Insurance is very important for me. Insurance for my future, for my family, and for my life.

When I walk into a room, I check out all the people trying to determine who's a threat, who is on edge, and who is the enemy.

You will not get my trust served to you on a silver platter; it must be earned with consistent behavior.

When I drive, I constantly get visions of the cars around me swerving into my lane to smash into me.

I like Type Eights because they are straightforward, no BS. What you see is what you get.

I look for evidence that authorities are negligent and not worthy of my trust.

You're either with me (and safe) or against me (and dangerous).

”

## Specifics:

**Hidden Motivating Belief:** “I can earn safety in a dangerous world that is filled with hazards by constantly seeking security, structure and reassurance.”

**Hidden Emotional Driver: Fear.** Fear that leads to retreat or confrontation.

**Basic Desire:** To have security and support.

## For Sixes Attention Moves to:

- Thinking rather than doing.
- Searching for others' hidden agendas and scanning the environment for hazards.
- Potential future hazards, worst case scenario planning. (Being prepared for all the things that may go wrong.)
- The authority (will either submit to it or rebel against it).
- The underdog, downtrodden, the one that needs support.
- Finding organization and structure to “hang on to.”

## Time Management Traps

Sixes spend time analyzing and strategizing rather than jumping into a new situation. They can lose hours fretting over potentials rather than focusing on the situation at hand and taking effective action. They will look to corroborate their conclusions, double check information, and seek support from others, as they waste valuable time.

When managing their team, they often unconsciously fill gaps in their information with projections of negative intent.

Their distrust may limit their ability to delegate tasks or projects freely. Power is withheld, so their organization can't grow in an organic way and will remain stunted.

## Two Types of Sixes

The Retreat Six (often called “Phobic”) appears to be frightened, anxious, and powerless when confronted with perceived danger or an authority figure. They are deliberate, accommodating, and conflict-avoidant. A Retreat Six said, “When God handed out the power to confront people, I think he forgot me.”

The Confront Six (often called “Counter-Phobic”) appears to engage, attack, or respond with strength when faced with a perceived danger, a threat to a loved one, or an authority who has power. They are direct, abrupt, powerful, and demanding. Confront Sixes have difficulty identifying with fear. Paradoxically, they often go to extreme measures (constant debate, bungee jumping, hang gliding, surfing the

monster wave, tackling the highest mountain) to conquer their inner anxiety.

Both the Retreat Six and the Confront Six use strategies to lower their anxiety and fear. Sixes may move back and forth between Retreat and Confront behavior though one tends to dominate their personality. Of all the types, Sixes include the most dichotomies in their behavior. They are both courageous and cowardly, strong and accommodating, meek and demanding, they long for solid leadership but don't want to be at the mercy of authority figures, they reject most leaders but fear being a leader and the dangers that come with it. These dichotomies can cause Sixes internal confusion and anguish.



**PAST TYPE SIX PANELISTS AT OUR EVENT**

**LISSA BOLES** • Type 6



Before I did my personal work, the work that was instrumental in finding my place in my life and my business, I didn't know where I was supposed to stand. I knew I was supposed to be a voice for something, but I

couldn't find it and it was painful in ways I can't even begin to describe. I knew I had something to say but I just couldn't say it because...I was afraid of being a voice, I was afraid of being an authority in the world.

But once I did my personal work, once I found personal experience of my own value, I found my voice and I found my place to stand. I found me. And I found that I wasn't afraid of being a voice of authority anymore, provided I knew what that was for me, and it changed everything. It has meant the world to me, to hundreds

of people served and hundreds of thousands of dollars in business over the last five years.

So, I hope you sign up for the [Enneagram Panels](#) program, and those kinds of changes might be yours. I'll be on that Type Six panel. I hope to see you there.

## As Sixes Evolve and Grow

Sixes become thoughtful, focused, prepared people who are keen observers. They react well to adversity as they have preplanned their responses. They value bonding with others and forming permanent relationships and alliances. They are willing to make sacrifices for others or for the cause. Sixes become dedicated to people they admire and trust, and movements in which they deeply believe.

Self-aware Sixes are hard-working, trustworthy and persevering. They create stability, continuity, and safety in their world. They are adept at planning for company growth, future events, and complex marketing campaigns. If there is a hole in a plan or a roadblock that may stop a group's success, the Six will ferret it out and bring it into the light.

As they embrace their potential, they become honest, morally upstanding contributors to the greater good. They develop a deep trust of self and others that leads to faith, true courage, positive thinking, authentic leadership, and depth of expression. They conquer their fear, are direct, insightful, and they “call it like it is.”



## As Sixes Become Less Conscious

Sixes can be leery, evasive, indecisive, cautious, and passive-aggressive. Internal confusion makes them react unpredictably and causes them to doubt all information provided. To compensate for their insecurities, they become sarcastic and belligerent, blaming others for their problems and taking a tough stance toward “outsiders.”

They start to constantly question and probe as if they distrust everyone they are working with.

They get lost in worst case scenarios. “I was shopping for shoes and the salesman gave me a pair to try on that were a little tight. I started thinking, ‘I can’t trust the sales guy because he wants to make money.’ If the shoes he sells me are too small, I’ll get an ingrown toenail, it will become gangrenous, my

insurance probably won’t cover it, my foot will fall off, my wife won’t like me anymore and I’ll end up living on the street in a box. I’ve got to get out of this store!”

As things start to unravel, Sixes become highly vigilant, paranoid, negative, reactive and defensive. They exhibit an overdeveloped distrust of institutions and authority figures, which causes rifts in relationships and limits their companies.

When Sixes “bottom out,” they project hidden agendas, conspiracies, and dangerously reckless behavior onto others. They start to divide everyone into “friends” they can trust, who they will defend and protect, and “enemies” which they must guard against or attack. Enemies beware, as Sixes can be calculating, ruthless, and vindictive.

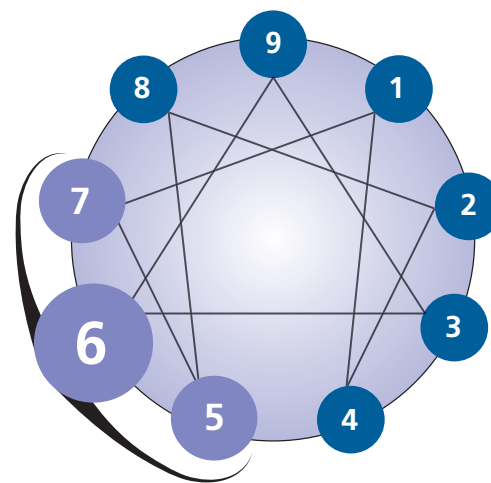
### Examples of Sixes

Robert F. Kennedy, Malcolm X, Princess Diana, George Bush Senior, Tom Hanks, Bruce Springsteen, Helen Hunt, Sigourney Weaver, Mel Gibson, Patrick Swayze, Julia Roberts, Phil Donahue, Jay Leno, John Goodman, Diane Keaton, Woody Allen, David Letterman, Andy Rooney, Jessica Lange, Tom Clancy, J. Edgar Hoover, Richard Nixon, and “George Costanza” (*Seinfeld*).

### Your Wings

You may react or pay attention to the world in ways that are similar to the types sitting next to you on the Enneagram symbol. The types found beside your type are your wings.

If you are a Six, you may have a Five wing or a Seven wing. You may find that one or both wings show up strongly at different times in your development as your life circumstances change.



“When I walk into a room, I check out all the people trying to determine who’s a threat, who is on edge, and who is the enemy.”



## Your Path to Effective Entrepreneurship

- Your eternal search for safety and security can be overwhelming and debilitating. Realize that the world is a warm, accepting, benevolent place that welcomes your contribution. Develop a sense of certainty in self, in others, and in your safety in the future.
- Your mental planning around future problems makes you much less effective in the now. Bringing your attention to the task at hand or to the beauty of the moment will keep you from getting lost in the potential hazards of the future.
- Ask others in your life about the reality and validity of fears you have and about the hazards you see on the horizon. Determine which potential dangers are real and which are imaginary.
- Limit time spent reading or watching news that focuses on trauma, drama, and all the horrible events that are occurring around you as this will reinforce your fears and doubts.
- Encourage others to help you identify and celebrate your positive traits, skills and achievements.

- At times you may have to “fake it till you make it,” behaving as if you are someone who has faith in another person or situation while real faith develops over time.
- Notice the positive results when you do show trust in others. Take risks and objectively analyze the results.
- You have cut off from your emotions because their unpredictability is frightening to you. Learn to recognize your emotions, explore and release them in a safe environment so you can stop feeling fear around your anger.
- Your tendency to doubt others and assign them hidden agendas holds you back from the connection and security you seek. Cultivate faith in others and faith in yourself. This can pay off in huge ways in your business!

To Take the  
First Step  
on Your Path **CLICK  
HERE**

## Where Do I Go Now for Business Success?

You can watch a video of successful Type Six Entrepreneurs describe how their type got in their way, the inner work they did, and how they ended up generating more clients, impact, and money through their own transformational journey on our Enneagram Panels!

Watching live humans actually reveal their inner world, their fears, this pain, and their triumphs to you will help the types come alive like no book, CD, or web site can. Panels are a deep dive into each of the types and you can get the panels for a special reduced price because you've already read this ebook.

**Click this link to watch the video description of the panels.**

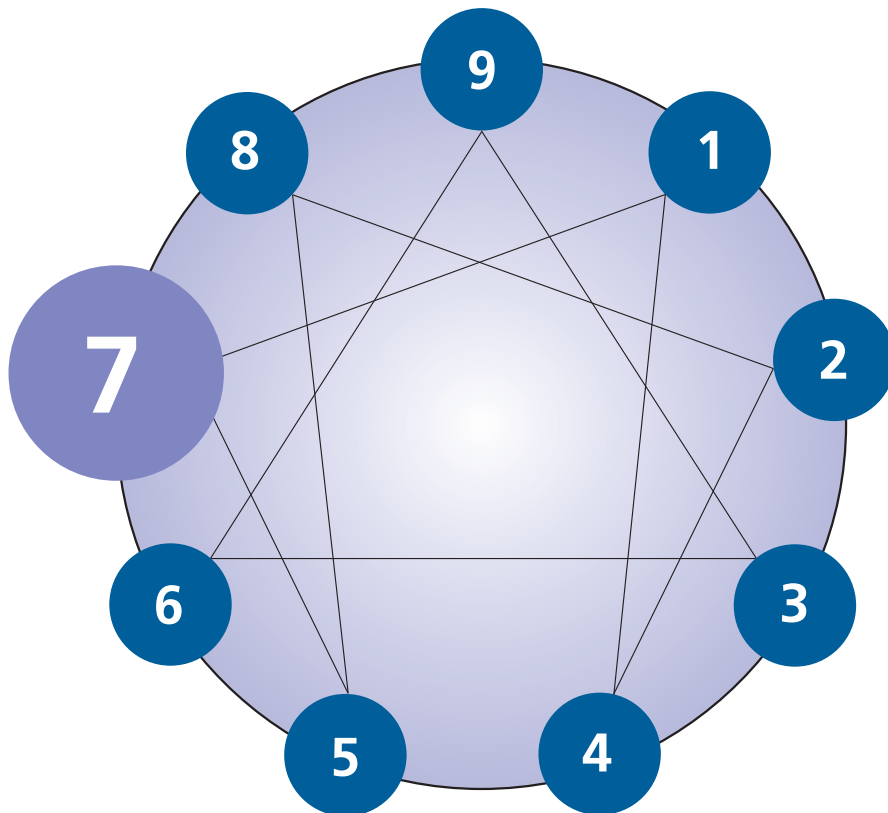
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**Click this link to take the on-line assessment.**

I hope you sign up, watch all the interviews, get inspired, and jump into your own transformation! I look forward to seeing you in the program!

## TYPE 7

### The Epicure Entrepreneur



**T**ype Sevens have strengths that include: being spontaneous, optimistic, charming, and versatile. They tend to be entertaining, stimulating, often joy-filled people who keep things fresh and lively.

Areas of development include: being hyper-busy, overcommitted, grandiose, narcissistic, commitment-phobic and scattered. Limits and constraints cause frustration and are avoided with a vengeance.


A Seven said, “Give me the end result and set me free to find my own path. Too many rules and constraints drag me down and irritate me.” Sevens want to keep their options open.

Sevens avoid the “downside” emotions such as pain, depression, and anger. Sevens easily move in new directions and are stimulated by new concepts, plans, and future thinking. Often their mind moves to pleasant possible plans or to analyzing and intellectualizing when sorrow or anger show up in their environment.

They tend to focus only on the upside of life and put a positive spin on events, business ideas, or their own performance (this leads people to call them “fibbers” or charlatans).

Sevens are future-oriented and lose the moment as they get lost planning for pleasant, possible events. They tend to be expansive, broad thinkers, constantly finding connections between ideas, theories, and systems.

Sevens have trouble finishing tasks. When the projects become boring or repetitive they tend to move on to the next exciting option. A seven who was a talented computer engineer said, “I’ve developed complex theoretic structures for four different internet companies. In each case I left the company when I got bored with the mundane programming. None of my stock vested at any of the companies. The hacks who did the programming for my concepts are now millionaires.” Sevens often leave a job or career before they reap the fruits of their labor.



Sevens are  
joy-filled people  
who keep things  
fresh and lively

Sevens experience a sense of entitlement, as if things are owed them. They are used to perks coming their way, to charming others to avoid hard work, to coasting through life on their humor, smooth speech, and quick minds. They may feel they deserve a great job, stimulating projects, business success, a wonderful relationship, the prime parking place, and they expect to receive all these without “putting in their dues.”

## Blocks to Marketing Themselves

Often Sevens become the “instant expert,” who can weave some facts with some assumptions and sound as if they know what they are discussing or presenting. Through deeper investigation, and long-term interactions through marketing blogs, articles, or presentations, the lack of deeper knowledge may come out.

Getting “known” for a particular expertise in a specific field of knowledge can be difficult for Sevens who tend to jump from one subject area or interest to another without going “deep” into anything long enough to get traction in the marketplace.

Even writing a blog consistently may feel like a limitation they shy away from. Potential customers may experience their marketing efforts as scattered, unfocused, or shallow.

Through video and marketing materials they can be perceived as shallow, lacking the depth required to have a real impact.

**YANIK SILVER** • Type 7



This is Yanik Silver and I am definitely a Type Seven. I used to be jumping from thing to thing, really excited about new experiences, new things, new ideas and I got a lot of joy out of it, there's a lot of passion there...

but at the same time there's some scattered energy because I'm trying to spin a plate over here without fully creating a pillar that supports that plate over there that continues to spin it. As I've been able to integrate, my life has gotten happier, I've become more centered, I've realized where my true focus is.

A perfect example is I'm sitting there, I've just done an amazing 440-foot bungee jump in New Zealand into this ravine. And I'm literally climbing up and my wife was standing there freaked out...and I'm like, "Oh

yeah." It was pretty cool but there is an 800-foot bungee jump in South Africa that I really want to do! I couldn't even appreciate that moment and have that joy of being present there!

I've just turned 40 and I'm so much happier, so much more content in my life by being present and having awareness of my type, and it's been interesting because it carries over to all aspects of my life. I have a central focus and I know where my true essence is and I can focus on that part and then cascade that to all the other projects and ideas that I have.

I still have that amazing Seven fun energy of being able to be passionate and excited about something. But it's harnessed the way that really fits and includes a much more meaningful contribution.... So I hope you sign up for the [Enneagram Panels](#) program and I'll be on the Sevens Panel!

## Blocks to Selling and Asking for Money

Many times Sevens like to keep things light and easy, so digging into clients' pain or problems can be difficult. Selling conversations can be fun, but don't have much substance, so the more serious clients will not be enrolled.

Sevens' strengths:  
being spontaneous,  
optimistic, charming  
and versatile

Sevens often feel like a charlatan on the inside, in spite of their level of skill and mastery, and others feel this inner doubt. This can sabotage selling conversations and keep the clients, money, and success from manifesting.

## Blocks to Creating Supportive Relationships

Sevens tend to have a strong self-image and are focused on their own needs. People can experience them as narcissistic as Sevens have trouble putting themselves in others' shoes, feeling gratitude for others' help, and giving to others with sincere generosity.

Sevens tend to bounce from one relationship to another, never fully landing, and the relationships can lack the depth that leads to real connection and support. Sevens have trouble revealing their pain, hurt, or frustration to others, so friends and colleagues look at them and think they are on top of the world even as things are crumbling around them.

## Specifics:

**Hidden Motivating Belief:** "I meet my basic needs by keeping my options open. I don't have to feel the downside emotions (pain, sorrow, or anger)."

**Hidden Emotional Driver: Gluttony.** Gluttony for new ideas and mental stimulation. Sevens can feel gluttony for food, sex, and hedonistic pleasures.

**Basic Desire:** To be satisfied and content, to have their needs fulfilled.

## For Sevens Attention Moves to:

- Keeping options open by reducing commitment.
- Replacing deep levels of intimacy or emotion with pleasant alternatives.
- Avoiding "downside emotions" such as sadness, pain, and anger.
- Future planning of pleasant events.
- Maintaining high levels of stimulation, play, and excitement.
- Interconnecting information, ideas, and theories.
- Expanding the playing field, interrelating information and wording commitments to form loopholes and "outs."

To Release  
Your Blocks

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HERE



## “Quotes from Sevens

It's tough to stop me from moving forward. If one door in front of me closes, I know two or three others I can open quickly to start down another path.

What do you mean that's the only way? There are a hundred ways to do it!

Why worry? Worrying never solved anything.

This is boring, can we go to the beach?

It drives me crazy dealing with small-minded, pessimistic people.

Dude, don't be such a downer.

More is never enough.

I'm on my vacation and all I think about is the fun I'll have on my next vacation!

I often find myself in advisory positions as I think I know something about everything and feel compelled to teach others.

I am the instant expert, just ask all my friends and family members.



## Time Management Traps

Sevens lose time and efficiency as they bounce from one task to the next. They avoid repetitive tasks even if they are high priority. They avoid conversations where anger, frustration, or sorrow may develop and will put them off to the detriment of the group. Sevens tend to stop work on projects just as the project nears completion.

In the broader scope, Sevens are more interested in stimulation and enjoyment than they are in material success and money so they will often choose fun today over hard work and long-term payoffs. This can cost them uncountable hours and thousands of dollars.

## As Sevens Evolve and Grow

Sevens become more alert, resilient and cheerful. They integrate the information they gather from their eternal search for new sensations and experiences so it can be put to practical use. They gather information and assimilate it quickly. Sevens do many things well and multitask well without getting scattered.

Self-aware Sevens are practical, productive, spontaneous, free-spirited, gregarious, and vivacious. They seek the silver lining in every situation. Around a Seven, even drudgery can become fun, “cleaning becomes a game.” Their enthusiasm for life and learning is infectious. They have vivid imaginations. As teachers they enjoy using stories and parables to help others learn complex concepts.

As they embrace their potential, Sevens assimilate experiences in depth making them deeply grateful and appreciative for what they have. When they focus and commit to themselves, they generate deep insight and clarity, and a passion for giving to others. They can have a childlike awe of the simple wonders of life that makes them joyous and ecstatic.

### **As Sevens Become Less Conscious**

Sevens can be self-important, impulsive, shallow, silver-tongued word splitters. Though they value equality among workers they see others either as superior (read “more powerful, smarter, or spiritually advanced”) or inferior (read “not as intelligent, knowledgeable, or spiritually advanced”) to themselves.

Under stress they fly from one entertaining idea or project to another never finding completion. To avoid the feeling of being trapped, they will expand ideas, concepts, or “enlarge the playing field” making it difficult to pin them down to a commitment and collaborate with them over time.

Sevens give everything a positive spin and often blur the lines between what they have imagined and what they have accomplished. They are verbally slippery and will rationalize their behavior, coming up with numerous excuses rather than admitting to doing anything wrong or unjust.

As things start to unravel, their search for stimulation leads to substance abuse, frantic activity, and thrill-seeking. They habitually run from confrontation, pain, sorrow, and anger

and will use humor as their first line of defense if any of these emotions develop. They wear a permanent smile. They constantly experience fear of commitment to a given plan, relationship, or organization. They talk about many ideas but show little follow-through.

When they “bottom out” they can be self-centered, materialistic, greedy, demanding and pushy, yet unsatisfied, hardened, and insensitive. They become con artists and shysters who are only in it for the money or the fame. (See most of the characters in the movie *The Grifters*).



**PAST TYPE SEVEN PANELISTS AT OUR EVENT**

## MINDIE KNISS • Type 7



Before I did the inner work around being a Seven, it ended up costing me quite a lot in my business career. I went into business as an entrepreneur and I was so excited, super passionate, all about the adventure and the

excitement, which is typical of being a Seven, and pretty quickly I ended up in bankruptcy with a foreclosure on my home and over \$100,000 in debt; so needless to say, not a good time in my life.

By doing the inner work then, really, what I had to accept was that even as a Seven, as talented and as excited and as passionate as I might be, there were still some limitations. That was something that I had to learn and the acceptance was...I could use some help in my business; maybe I could use some other people

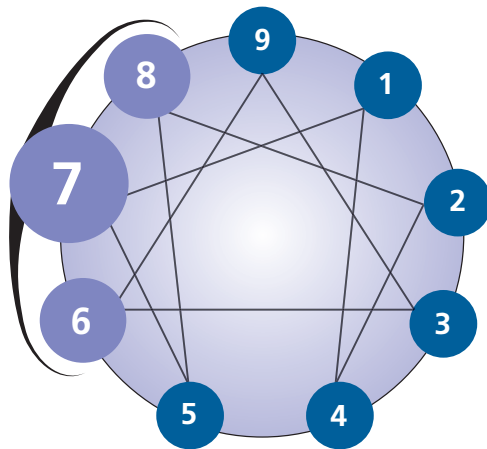
or really just gain some new skills like marketing, things like that. This changed things a lot and so over the course of a number of years I came from that pure financial devastation to now where I can earn five or six figures a month; it's a totally different deal. So I would love to share with you more of the nitty-gritty details of my journey, the inner work that I did and I hope that you'll join us on the panels for the **Enneagram Panels** program.

## Examples of Sevens

Benjamin Franklin, Ram Dass, Leonard Bernstein, Leonardo DiCaprio, Thoreau, W.A. Mozart, Steven Spielberg, Dr. Richard Feynman, Timothy Leary, Robin Williams, Jim Carey, Cameron Diaz, Bette Midler, Mick Jagger, Joan Collins, Malcolm Forbes, Larry King, Regis Philbin, Howard Stern, John Belushi, “Auntie Mame” (*Mame*).

## Your Wings

You may react or pay attention to the world in ways that are similar to the types sitting next to you on the Enneagram symbol. The types found beside your type are your wings. If you are a Seven, you may have a Six wing or an Eight wing. You may find that one or both wings show up strongly at different times in your development as your life circumstances change.



## Your Path to Effective Entrepreneurship

- As a child, you learned to keep things light and lively to earn love and attention. Attachment to anything deep was dangerous as it could be removed and cause pain and loss. This was effective as a defense mechanism but it is now holding you back. It is constraining you.
- You will never realize any of the dreams you've been chasing until you narrow your focus, make the commitment, and stick with the project, task, or relationship through the hard times. Find the value in staying around, pushing through boredom, and completing tasks.
- You don't have to taste everything in the smorgasbord of life. Practice constraint and deeper level exploration. Learn to feel deeply and sit with the uncomfortable emotions: pain, anger, depression, sadness. Stay present physically, mentally and emotionally when these feelings show up in others and in yourself.
- Confront your darker side. Deep, probing meditations and choices of limitation and lack of stimulation can move you into your darker thoughts.

- Destroy your narcissism by cultivating sympathy and empathy for others. Force yourself to stay with them and match their emotional state when you want to run.
- Slow the mind down through focused single-point attention. Bring your consciousness into the moment when you notice mental flight into options and planning.
- Join the common man on his ground. Learn to observe your elitist attitudes toward others. When are you feeling disdain for people? Are you dividing people into those that are inferior and superior to you? Are you pulling away from things that are dirty, that stink, that are ugly?

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**PAST TYPE SEVEN PANELISTS AT OUR EVENT**

“I’m not too sure what narcissism means, but I’m sure I’m the best at it.”

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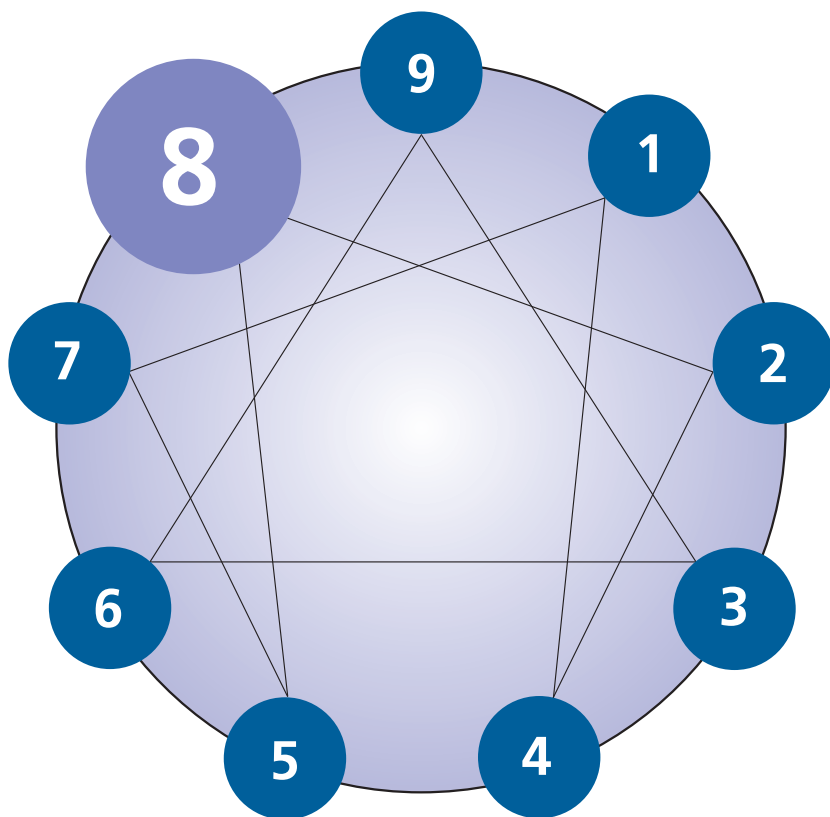
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## TYPE 8

### The Straight Shooter Entrepreneur



**T**ype Eights have strengths that include: being strong, independent, accomplished, self-confident, and decisive. Areas for development include being: dominating, self-involved, willful, and confrontational.

Eights feel an internal need to control their environment through strong actions, strong words, and a lack of vulnerability. They rarely show fear and are willing to take risks. They admire power, assert their will, step up to challenges, and move out to meet the world with conviction. They feel deeply and are often very loyal and protective of people who are close to them.

Eights enjoy other strong personalities who “push back,” and are forcefully present. A woman told me, “I was completely intimidated at a new job working for a Type Eight boss who was a hard driver. After two weeks he walked into my office and barked at me, accusing me of fouling up the entire company. I reached the end of my rope and yelled back at him, ‘I couldn’t possibly have fouled up your entire office in only two weeks!’ He smiled and walked out of the room. Our relationship was great after that.” Eights respect people who hold their ground.

Eights have a compulsive need to “even the score” if they perceive that someone is taking advantage of them or of someone they love. They move with conviction and power to set things right. There is an internal scale of justice that needs to be righted if an infraction occurs. Others may interpret this righting of wrongs as righteous vengeance.

## Blocks to Marketing Themselves

Eights typically think highly of their skills and level of competency, and they see clearly where to go and what to do, so on first glance you would think that marketing themselves would be easy!

Eights admire power,  
assert their will,  
step up to challenges  
and move out to  
meet the world with  
conviction

I've seen their anger,  
drive and intensity turn  
potential clients off.  
One person saw an  
Eight colleague of  
mine present a few  
times and told me,  
“Ben, tell her to stop  
yelling at us!”

Their self-righteousness,  
demanding assertiveness, and  
lack of attunement can cause rifts in  
relationships with key people who could open doors for  
them and bring them to larger groups of potential clients and  
customers.

## Blocks to Selling and Asking for Money

In the selling conversation, attunement to the customer is vital. Young Eights are often pushy and aggressive and lack the receptivity to really “get” the client’s problem in a refined, connected way. Sometimes clients feel that they have been “bullied” or pushed in the enrollment conversation and this can lead to issues over time.

All of the big bluster we see in Eights is often a coverup for the innocent, vulnerable child buried deep inside. If that child doesn’t believe they are worthy to receive, they will have trouble asking for what they are worth and charging good money for their goods and services.



PAST TYPE EIGHT PARTICIPANT AT OUR EVENT

## RITA HOVAKIMIAN • Type 8



Before I became aware of the limitations of my Type Eight, I would probably describe myself as controlling. I was controlling my life, controlling myself, controlling my business, controlling my team and that had

a big cost.

It had a cost to my happiness, to my fulfillment, to my joy in my work. It actually made me work harder and left me more exhausted...I couldn't just let go and allow things to be because I couldn't really trust, I couldn't trust the people that work for me, I couldn't trust my clients to really succeed and have the results that they were seeking.

I started developing a practice of letting go of control. I started seeing people as people and not as objects. So

this is an awareness that I'm continuing to develop in these past 10 years since meeting Ben.

There's a lot more prosperity, a lot more joy, a lot more freedom and peace that I'm experiencing in my business and a lot more energy because I've not devoted it so much to controlling my life, my clients, and my business.

So, I hope that you will join me in the **Enneagram Panels** program so you can be aware of the limitations and constraints of your Enneagram type and so that you can have the kinds of results that I'm experiencing now. I'll see you on the Eights panel!

## Blocks to Creating Supportive Relationships

Eights can sense other people's weaknesses and will attack quickly if angered. They can bruise others' emotions in their drive to get things done. An Eight told me, "I finished a project and looked behind me to see where my team was. There was no one there. I looked down at the floor and saw all the dead bodies lying there. Oops!"

They have trouble giving up control and they believe they are the only competent ones around so allowing others to step in and test their competency can be difficult.

If things get bad, they can destroy groups and squash people to achieve goals and conquer projects though they are usually unaware of the impact that they have on people and groups.

Once trust and respect are earned, they can be very receptive to direct feedback about their behavior as many have a sincere desire to change, learn and develop. Eights are intuitive, body-based people who feel it if others are uncomfortable or if they are lying. Eights will question integrity if the feedback they receive is subtle or indirect. They say, "Lay it out for me. Just tell it like it is."

Eights' strengths:  
being strong,  
independent,  
accomplished,  
self-confident,  
and decisive

## Specifics:

**Hidden Motivating Belief:** "I earn my place in the world by being powerful. People take advantage of weakness so I must be strong."

**Hidden Emotional Driver: Lust or Excess.** Lust is a rush of vitality and excessive life energy that Eights get lost in. It often causes them to overlook the human needs and the dignity of others. They can exploit and take possession of others without thinking about the circumstances.

**Basic Desire:** To protect themselves (to be in control of their own life and destiny).

## For Eights Attention Moves to:

- Finding and keeping power, respect, and control.
- Supporting or opposing the person who has the power, based on the leader's competence.
- Truth, correcting justice, and protection of others.
- Denial of personal weakness and vulnerability.
- Seeing things in extremes, people as weak or strong, fair or unfair.

To Release  
Your Blocks

CLICK  
HERE

## “Quotes from Eights

I'd rather be hated for who I am than liked for what I'm not.

If you earn my respect there is nothing I won't do for you.

It was not okay to cry in my house when I was growing up

In my neighborhood you had to get tough or get walked on.

Life is very simple. You either do what you want or you do what other people want. The problem around here is that people do what they think other people want. I just do what I think is right.

Subtlety and soft skills are not my strong point. I'm just interested in getting the job done.

The truth in situations is vitally important to me.

If there is a lack of leadership in a situation, I will naturally step up and take on the leadership role.

If a leader is trustworthy, strong and consistent, I will defend him and his decisions against all attackers.



## Time Management Traps

Eights face few short-term issues with time management. They can push themselves and their teams hard to achieve tasks. Over time they burn out workers and hurt feelings in their drive to succeed. Their challenge is to bring work teams together for multiple projects. They can get lost in the moment and win the battle (whatever issue is on the table currently) but lose the war (the “war” may be long-term contracts or cooperative vendor relationships).

## As Eights Evolve and Grow

As they open their big hearts and share them with others, Eights become self-assertive, caring, protective risk takers. They will stand up for people, ideals, or causes that they believe in. They have a resourceful, “can do” attitude and passionate inner drive. They are defenders of the truth (though this may be their truth).

Eights become action-oriented, resilient individuals who get the job done. They are gifted, natural leaders others look up to. They will advocate for members of their team and expect others to step up to their responsibilities.

As they embrace their potential, they show their vulnerability and become more self-restrained, empathic, and merciful. They are inspiring and courageous, willing to put themselves in serious jeopardy to maintain integrity, achieve their vision, or have a lasting influence.



Self-aware Eights integrate through surrender to a higher authority. As they accept vulnerability in themselves and others, they develop compassion that balances their zest for life.

### As Eights Become Less Conscious

They deny their own emotional needs. They can be proud, pushy, opinionated, and indifferent. They want to impose their will on everything and everyone. Their word is law!

Eights can seek revenge against others who slander or dominate them in some way. The world becomes divided into the few “smart people” who get it and the “stupid people” who don’t. Things are black or white with little room for discussion.

As things unravel, Eights become very confrontational and intimidate others to get their way. They find it easy to put others down. Work becomes a test of wills and they will not back down. Though internally they may feel that they are open to new concepts and others’ ideas, they typically dominate conversations with their strong presence and they overwhelm dissenting opinions.

They have difficulty empathizing, or seeing situations through others’ eyes. It’s difficult for them to accept that they are wrong about anything. They lack self-awareness but will not seek assistance or coaching as it reveals their vulnerability and gives control to others.

When they “bottom out,” they use threats and intimidation to get obedience and keep opponents off balance. They intuitively see weaknesses and exploit them to their advantage. They become boastful and dogmatic, the “boss” who is not to be questioned.

### Examples of Eights

Gurdjieff, M.L. King, Jr., Franklin D. Roosevelt, Lyndon B. Johnson, Mikhail Gorbachev, Pablo Picasso, Sean Connery, Susan Sarandon, Glenn Close, John Wayne, Barbara Walters, Donald Trump, Frank Sinatra, Roseanne Barr, James Brown, Courtney Love, Fidel Castro, and Saddam Hussein.

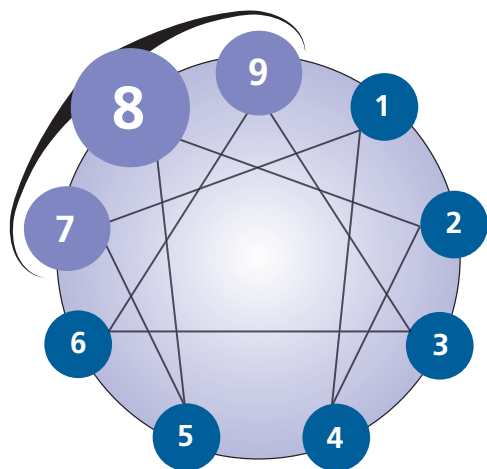


**PAST TYPE EIGHT PANELISTS AT OUR EVENT**



## Your Wings

You may react or pay attention to the world in ways that are similar to the types sitting next to you on the Enneagram symbol. The types found beside your type are your wings. If you are an Eight, you may have a Seven wing or a Nine wing. You may find that one or both wings show up strongly at different times in your development as your life circumstances change.



## Your Path to Effective Entrepreneurship

- Remember that the world is not a hostile place. It is a warm accepting place that you can come out and play in. Your inner energy yearns to be released. Where can you release it where it will impact people positively or not impact people at all? Some Eights use physical exercise, yelling with the radio volume cranked up in the car, or dancing to release the rush.
- Ultimate vulnerability is actually ultimate power. If you share your depth, reveal your weak, vulnerable side (there is a soft child within you) in safe places, the world will finally accept your wealth of

energy. Explore your innocence and be “in it” in the moment.

- You naturally blast open people who are dishonest with you. Find a way to turn that inward and be honest with yourself and others.
- Learn to concede when you are wrong and ask for forgiveness.
- Channel your energy into demanding physical activity or release it with friends who enjoy your lust for life.
- Learn to retract your energy as you enter a room rather than letting it explode. You do not have to wreak havoc on those around you to be noticed for your strengths and gifts.
- Monitor your impact on the people around you. Make sure you do not degrade or humiliate them. Often watching a video of yourself in group settings or interviews can be revealing.
- Seek help from firm mentors and encourage them to hit you with insights multiple times to break through your denial.
- Cultivate trust.

To Take the  
First Step  
on Your Path [CLICK  
HERE](#)

## Where Do I Go Now for Business Success?

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Watching live humans actually reveal their inner world, their fears, this pain, and their triumphs to you will help the types come alive like no book, CD, or web site can. Panels are a deep dive into each of the types and you can get the panels for a special reduced price because you've already read this ebook.

**Click this link to watch the video description of the panels.**

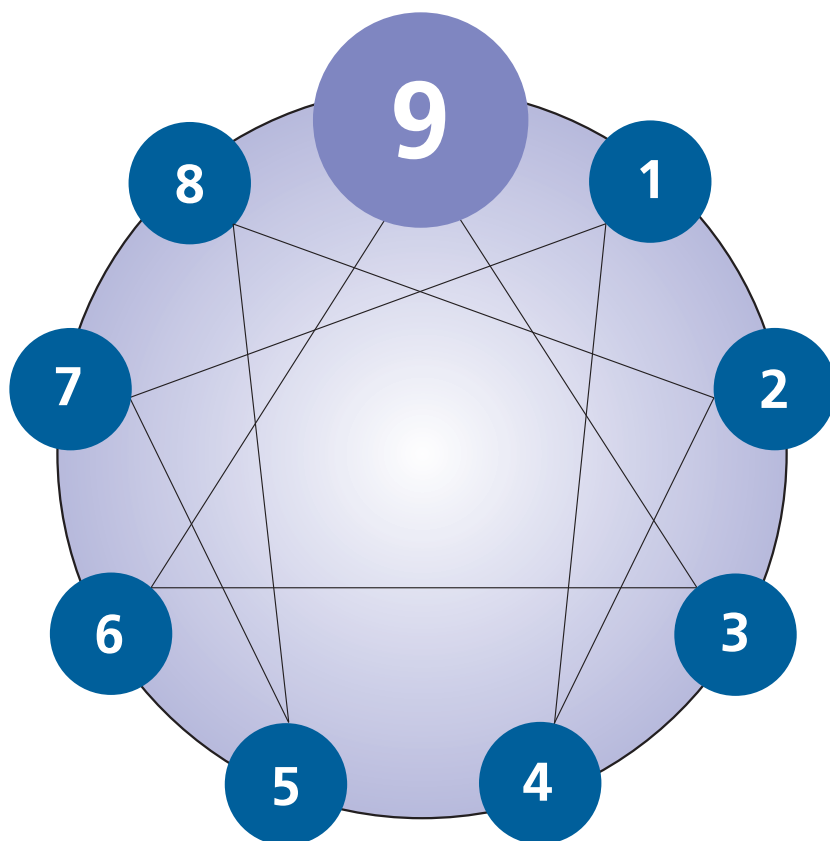
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**Click this link to take the on-line assessment.**

I hope you sign up, watch all the interviews, get inspired, and jump into your own transformation! I look forward to seeing you in the program!

## TYPE 9

### The Mediator Entrepreneur



**T**ype Nines have strengths that include: being easygoing, pleasant, receptive, reassuring, and agreeable. Nines enjoy peace and comfort. They easily match energy and harmonize with the people in their environment. They do not challenge or make waves and take steps to avoid conflict long before it arrives.

Areas of development include: being complacent, vague, confused, and conflict-avoidant. They have trouble owning their own value and speaking their truth in a powerful way.

Nines can spend hours on mundane tasks with little impact and little movement toward goals. One nine told me, “As the personal importance of a task increases, the pull of all the little things around me becomes more intense. When I have a big personal decision to make, polishing the doorknob seems to be an urgent task that must be done now!” Encroaching work deadlines can move Nines’ attention to meaningless minutia, and at times spark them into action.

Nines often describe an intuitive connection to the energy or “feel” in a room: “I get the emotional feel of a meeting just by standing outside the door to the room. My sensors tune in to the vibe in the room, whether it’s anger, fear, or joy.”

Nines often describe a winding, haphazard career path that lacks focus and direction. When I asked a Nine how she got her first job working with abused kids, she said, “I ended up there by accident. I was getting some information from the company and someone asked me to join them. Later it just

happened that my friend needed help so I became his executive secretary. After a year he encouraged me to apply for a job as vice president and I did it unwillingly. I was accepted and it was an amazing experience!”

Notice that others pulled this Nine into new jobs and careers. The volition was not her own.

Nines easily  
match energy and  
harmonize with  
the people in  
their environment

They are often generalists, doing a bit of this, some of that, but they have trouble generating the drive and focus to become a master in one specific discipline on their own.

Nines do well when they can find a routine or system that they can follow again and again to get the results they want. But they get into a

rut. A Nine told me, “I constantly seem to plug into a repetitive system and tune out.”

### Blocks to Marketing Themselves

There are a few issues that cause Nines trouble when marketing themselves. Focusing in on the important facts or benefits can be difficult, as everything tends to have the same importance. They often use passive verbs as if things are happening to them rather than feeling like they are making anything happen.

Their stories tend to wander and ramble. These factors combine to make things vague and watered down. Writing marketing copy with punch, or making videos with focus and clarity can be difficult.

### Blocks to Selling and Asking for Money

Young Nines have unconscious doubts about their own worth and value. They believe that others will dismiss them, or ridicule them if they talk about their own gifts or offerings with conviction, or if they charge a lot for what they are offering.

It’s easier for Nines to sell a physical product, or someone else, rather than selling their own services where they have to “toot their own horn.” This lack of inner confidence can cost them tens, even hundreds of thousands of dollars.



PAST TYPE NINE PARTICIPANTS AT OUR EVENT

## JONATHAN BENDER • Type 9



Before I really did a lot of the Enneagram work, I was depressed and I felt unseen and not appreciated. People really didn't get what I'd have to offer and I'd been coaching for years, and I was even \$30,000 in

debt and scared about that.

After I did this work I actually was able to do \$20,000–\$25,000 launches of online courses of group programs and offer what really came from my heart. It felt so much more fulfilling and I was feeling seen.

So, I'm going to get into the details of all of this in the **Enneagram Panels** program. I hope that you'll join me there and we'll talk about my transformation and it's something that I hope that you can have too

because I've found that the Enneagram has made a massive difference in my life, understanding myself and creating change so...I hope you join me there.

## Blocks to Creating Supportive Relationships

Creating supportive relationships with higher-caliber people requires you to connect with, and feel comfortable around, higher-caliber people. When questions around self-worth float underneath the surface in every conversation, it's likely that Nines will sabotage these critical relationships at very inopportune times.

Nines' strengths:  
being easygoing,  
pleasant, receptive,  
reassuring, and  
agreeable

To be supported, often people need to have clarity around a person's mission, or goals, or needs.

When Nines are in a vague, distracted, unclear place, it's difficult for people to support them in a way that will really move their business forward in an impactful way.

### Specifics:

**Hidden Motivating Belief:** "I earn worth by blending with others and my environment. I must minimize my impact rather than claiming my space."

**Hidden Emotional Driver: Sloth.** A capacity to stay inert and at rest unless someone else pushes or energizes the Nine to take action.

**Basic Desire:** To have inner stability, "peace of mind."

## For Nines Attention Moves to:

- Many choices, making it difficult to make decisions and prioritize tasks.
- Gain comfort and belonging by forgetting the self: "narcising out."
- Can respond with stubbornness and passive anger.
- Pleasing others and being sensitive to their needs, avoiding conflict.
- "Merging" with others, which creates difficulty in holding their point of view and setting personal limits.
- Replacing essential needs with the inessential.

To Release  
Your Blocks

CLICK  
HERE

## Time Management Traps

Nines lose time to small, unnecessary tasks. They have difficulty determining priorities in the moment so any interruption or project that enters their visual field may pull them away from what's important.

Nines can be manipulated by customers or co-workers with strong personalities. If these customers or co-workers make requests or demands for their time, Nines have difficulty saying "no" and holding to their own agenda.



## “Quotes from Nines

It's nice and relaxing to get lost in the fog as I lose attention and focus there.

I lose my agenda easily in meetings where people voice strong opinions.

I learned not to make waves at a young age.

My theory is to go along to get along.

A good book, some chocolate, or a movie and I can zone out for hours.

If I cut off someone on the freeway, I don't even look at them because I don't want to see their anger.

I can do things to avoid conflict before others even know it's a possible issue.

Sometimes when I walk down the street, I get lost in other people's goals or emotions and get grumpy, afraid, even excited without knowing exactly why.”

## As Nines Evolve and Grow

Nines become deeply receptive, unselfconscious, and emotionally stable. They are trusting of self and others, and they seek simplicity. Nines are patient, contented, observing, adept listeners who give people the benefit of the doubt.

When they step into leadership, Nines have a healing and calming influence that can harmonize groups and bring people together. They have an uncanny ability to see both sides of arguments and conflicts which makes them strong mediators as everyone feels heard and valued.

As they embrace their potential, they become self-possessed, feeling autonomous and fulfilled. They have great equanimity and contentment because they are present to themselves. When they find their deeper selves and know their beliefs, they are able to distinguish self from others, follow their own desires, have a bigger impact, and form more dynamic relationships.

## As Nines Become Less Conscious

They become more conflict-avoidant and have trouble kicking people in the butt when it's time for them to move. They become complacent, foggy headed, slow moving, and stuck.

They have trouble saying “no” directly, but are stubborn and become passive-aggressive. For example, “My friends asked me which movie I wanted to go to and I told them I didn't know. They chose to go to one I didn't think I'd enjoy and agreed to go. Then I moved very slowly getting ready to leave

and we were late so we couldn't go. I didn't even see this behavior as passive-aggressive until someone pointed it out to me later."

As things get worse, Nines lose their sense of self constantly in food, drugs, TV, movies, sleep, anything that will let them escape. They are habitually late as time "just seems to pass by." They feel incapable of facing problems, become obstinate, and run from all conflicts. They will neglect important responsibilities and avoid projects or tasks that are hard or take too much energy. They can be highly repressed and ineffectual.

When they "bottom out," Nines will not make choices or take any action. They block out anything that could affect them and disconnect so deeply from present reality that they cannot function and become numb, wooden or depressed.

## Examples of Nines

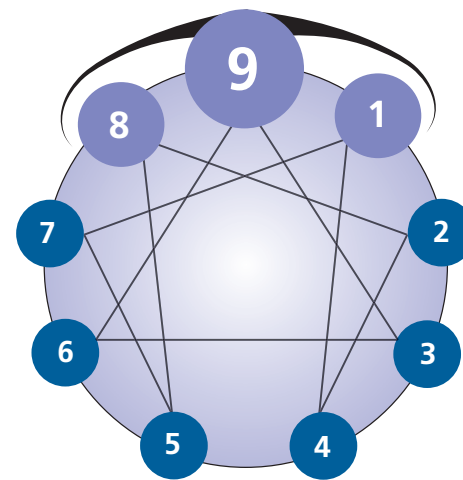
Abraham Lincoln, Buckminster Fuller, Julia Child, Carl Jung, Ronald Reagan, Gerald Ford, Queen Elizabeth II, George Lucas, Walt Disney, Kevin Costner, Keanu Reeves, Woody Harrelson, Ron Howard, Matthew Broderick, Ringo Starr, Whoopi Goldberg, Norman Rockwell, "Edith Bunker" (*Archie Bunker*), Alfred Hitchcock, and "Marge Simpson" (*The Simpsons*).

## Your Wings

You may react or pay attention to the world in ways that are similar to the types sitting next to you on the Enneagram symbol. The types found beside your type are your wings.

If you are a Nine, you may have an Eight

wing or a One wing. You may find that one or both wings show up strongly at different times in your development as your life circumstances change.



“I lose my agenda easily in meetings where people voice strong opinions.”

## MICHAEL PORCELLI • Type 9



Early on, before I did a lot of personal work with myself, I would run into issues in intimate relationships in which I would always be trying to find the right thing to say but not really expressing myself clearly. And

people would look at me confused or lost and I really had to learn how to pick something to really say with clarity and direction and people would feel relieved. I'm a life coach and a facilitator and in my facilitator life I was volunteering a lot at workshops. I was doing a lot of trainings, kind of endless preparation.

I thought, "Someday I'll be good enough to be the person that's in front of the room or the person that's taking home the paycheck, but for now I'm just going to keep on learning." I think early on I was hesitating to

really ask for what I wanted...do I really deserve to go first in terms of being promoted to facilitator who gets paid versus my peers?

I actually learned to just ask for what I wanted and now I've become a paid facilitator. I do a couple of dozen weekends a year. For my coaching program, I started off charging by the session and my fees were pretty low. "I'll charge you \$25 an hour and if you can't do that, I can give you a discount." I wouldn't even let them respond. It's been a regular series of transitions for me to really ask for a higher fee. Now I'm regularly asking for \$6000 for a six-month coaching package all up front and people pay me that! I hope to see you at the [Enneagram Panels](#) program so you can have these kinds of transformations for yourself and I'll see you on the Nines Panel.

## Your Path to Effective Entrepreneurship

- At a young age you learned to “go along to get along.” Keeping the peace and not making waves earned you love that was withheld when you rocked the ship or challenged people. This need to mediate conflict, blend in, and suppress your own needs, drives, and desires was a defense reaction to a hostile world. It is no longer needed or helpful.
- Practice taking a position. You are free to have and voice strong opinions and the world will still love and accept you. The ability to take a position is attached to your feeling of self worth.
- Structure is very helpful for you, though you resist it. Block your time out during the workday. Develop daily priorities based on personal needs, importance, and long-range goals.
- Develop written plans with defined observable tasks and dates of completion.
- Keep in mind the possibility that there is a way to get to what you want, though it may seem beyond your grasp. Repeat these phrases to yourself: “I can have it. I can make things happen.”

- Request help from others to actively and constantly support and challenge you in your development.
- Anger and frustration can be your gateway into knowing your personal needs, wants and desires. Anger provides direction and right action. Practice finding, exploring, and releasing your hidden anger and frustration.
- Pretending that you are important, acting “as if” you should be heard, trying to “fake it till you make it,” can move you forward.

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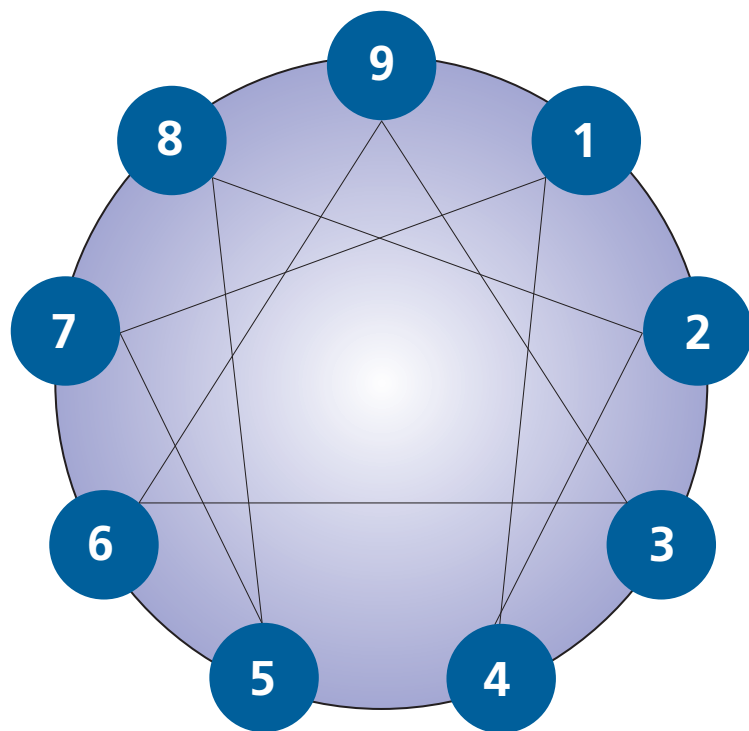
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## CONCLUSION

How do we develop our Enneagram type?



The debate of “nature vs. nurture” rages on. Are we born with our Enneagram type hard-wired into our system or is it something that develops at a young age as a response to a dangerous world?

We are born whole, undivided, at one with ourselves, nature, and the universe. As babies we discover that we are separate from other, we find that our needs are not automatically taken care of, that we have to smile or cry to get what we need and at that moment we start to develop our type. Our type is a coping strategy that is embedded inside our personality and our nervous system, so we react out of it before we think.

We know that people of the same type often report experiencing similar deep initial wounds at a young age. We also know that two children in the same family who go through the same trauma and triumphs often come out with different Enneagram types and experience their childhoods in very different ways. I’ve interviewed identical twins and they turned out to be different types.

At any given moment there are a million different stimuli bombarding your mind and body. For example: how your feet feel at this moment, how the light reflecting off this page is affecting your eyes, how your emotions are triggered by this passage, the thoughts going through your mind as you read, how the people around you are behaving, and the level of tension in your body, are all stimuli that are available to your senses. You can’t possibly receive and process all of these stimuli or you will go crazy. You selectively, but unconsciously, let in some stimuli and block out others.



What you let in defines your reality, it limits you or it sets you free in many ways.

Your type shapes what you let in and pay attention to and it is self-reinforcing. That is, once it is established it colors all your experiences and builds upon itself. Once you start paying attention to the world in a specific way, it becomes habit-forming and entrenched.

For example: people who are Type Six pay attention to potential hazards and dangers. If I ask someone who is Type Six to describe the potential hazards that exist, they can give me the list that is real in their world. The dangers they name do exist as potential hazards and many of these hazards actually manifest and have some negative impact on their lives. The Six will focus on and magnify the negative event and its impact, reinforcing their internal belief that the world is a hazardous place.

In a similar way, people in each type have their own biased perception of the world that is developed at a young age and is self-reinforcing. Is our type created by nature or nurture? We seem to be born with a tendency to attend to the world in specific, habitual ways that lead to the development of a specific type. Our environment, ethnic culture, family culture, and our parents' Enneagram types do have an effect and can determine how various traits of our type are subdued or inflated in our personality.



Early childhood trauma triggers our defense mechanisms and tends to magnify type behavior. Indigenous tribes (before invasion or industrialization) in almost every country experience less internal turmoil and have an abundance of peaceful Type Nines; Spain has many lusty, macho Eights; the United States generates hoards of success-oriented Threes; Ireland is filled with drinking, hedonistic, fun-loving Sevens. There is a balance between nature and nurture.

## Close

I hope this workbook assisted you in some way. I encourage you to enjoy your journey of self-exploration. Try to release any binding expectations of how quickly you will transform personality traits or transcend your type. It can be a long journey filled with many small victories and minor setbacks. And it's worth the effort!

For more information on the Enneagram, and to explore and transform aspects of your own type, please follow this link to the video description of the [Enneagram Panels](#) program.

In the panels program you will get a deep dive, with real humans revealing their type to you, that will help you build compassion and understanding for all nine types.

I hope you enjoy the self exploration and transformation ride the Enneagram offers you. It is a ride worth taking!

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