

# The Enneagram Institute®

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



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Date of Test: 2020-08-02 UTC

Enneagram Type	Score
Type 7, The Enthusiast	24
Type 8, The Challenger	22
Type 3, The Achiever	21
Type 2, The Helper	20
Type 5, The Investigator	16
Type 1, The Reformer	14
Type 6, The Loyalist	11
Type 9, The Peacemaker	10
Type 4, The Individualist	6

## Results Overview

Thank you for taking the Riso-Hudson Enneagram Type Indicator (RHETI Version 2.5). Your scores for each of the nine Enneagram types are on the above chart, and Expanded Type Descriptions for your highest scores are included in your results.

Your highest score was for:

- Type 7

Your second highest score was a tie between:

- Type 8
- Type 3

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

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

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

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

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

If you ever have any questions or need assistance, please contact [support@enneagraminstitute.com](mailto:support@enneagraminstitute.com).

Best Wishes,

[The Enneagram Institute®](#)

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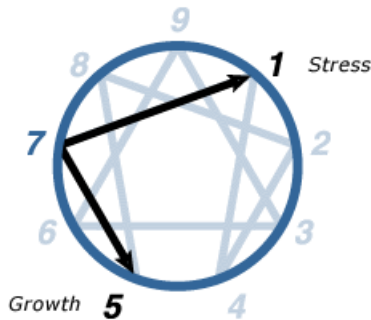
Limited email support at other times.

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# Personality Type SEVEN: The Enthusiast

*The Busy, Variety-Seeking Type:*

*Spontaneous, Versatile, Distractible, and Scattered*



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

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

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

## Recognizing Sevens

Type Seven exemplifies the desire for freedom and variety and for exploring the many rich experiences that life offers. Thus, Sevens are probably the most enthusiastic, extroverted, and outgoing type of the Enneagram. They are spontaneous and upbeat; they find life exhilarating. They are the kind of people who make ordinary life into a celebration. Sevens like to fill up their calendar with things to do: after work, a quick drink; then off to dinner and the theater; then after that, a nightcap before getting home at 2 a.m. The next night may bring the symphony, a ball game, or singing in the local choir, or a visit to new restaurant. Sevens who do not live in large cities or who do not have enough money for that diverse a lifestyle might have to make do with less lavishness. But they still seek variety and constant experience, whether it's going to a mall or out to a movie, talking on the phone with friends, hanging out in a bar, or leafing through magazines and daydreaming about a vacation. Sevens do their best to stay up with what's new, and so their wide-ranging experience makes them a resource for others, too. They know which Italian restaurant, or cognac, or jeweler is the best; they know what new movies are worth seeing and what the latest news and trends are.

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

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

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

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

As this occurs, Sevens begin to flee from their inner anxieties by engaging in more distractions and activities. They expect that they and their lives should be exciting and "dazzling" all the time. Increasingly uninhibited, they grab attention and discharge anxiety with storytelling, joking around, exaggeration, and wise-cracking. Others may find this behavior amusing and irreverently entertaining for a while, but for most people, even other Sevens, scattered energy eventually becomes tiresome. This only frustrates average Sevens, and unless others are willing to keep up with them, for better or worse, the Seven moves on to greener pastures. Often, this leads to a dissipation of their energy and a loss of focus. While Sevens are often brilliant, once in flight from themselves, they often fail to actualize their many talents or live up to their potential.

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

### **Their Hidden Side**

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

## Relationship Issues

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

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

## Type Compatibility

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

### **The Passion: Gluttony**

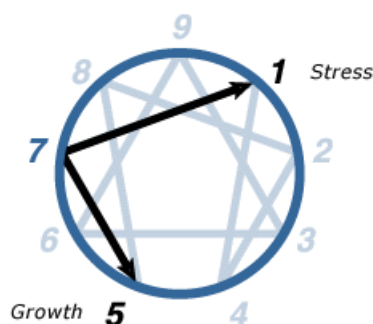
Sevens enjoy life most when they feel stimulated, awake, and refreshed by life's amazing diversity. But to the extent that they are harboring unacknowledged feelings of inner emptiness or loneliness, Sevens become anxious and can get into the habit of seeking constant stimulation as a way of distracting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

### At Their Best

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

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

## Personality Dynamics & Variations



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

### Under Stress (Seven Goes to Average One)

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

### Security (Seven Goes to Average Five)

Sevens often feel it is their duty to entertain others and to keep their environment positive and exciting. Over time, this can be exhausting—even for Sevens. When they are tired of being "on" for everyone, they may choose to withdraw even from their intimates and seek seclusion and noninterference. This can come as a shock to others.

("You've been out having fun with everyone else, so why are you so quiet and unavailable with me?") They no longer want to put out energy for anyone else, and can become almost obsessively focused and preoccupied. They can also be surprisingly withdrawn and isolated, like Fives. Their body language and aloof responses let others know that they want space and privacy. At such times, Sevens make no effort to entertain or energize others. Like Fives, they retreat from contact and attempt to restore their energy.

### **Integration (Seven Goes to Healthy Five)**

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

## The Levels of Development

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

### **Healthy Levels**

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

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

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

### **Average Levels**

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

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

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

### **Unhealthy Levels**

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

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

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

# Personal Growth Recommendations for Type Sevens

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

- Recognize your impulsiveness, and get in the habit of observing your impulses rather than giving in to them. This means letting most of your impulses pass and becoming a better judge of which ones are worth acting on. The more you can resist acting out your impulses, the more you will be able to focus on what is really good for you.
- Learn to listen to other people. They are often interesting, and you may learn things that will open new doors for you. Also learn to appreciate silence and solitude: you do not have to distract yourself (and protect yourself from anxiety) with constant noise from the television or the stereo. By learning to live with less external stimulation, you will learn to trust yourself. You will be happier than you expect because you will be satisfied with whatever you do, even if it is less than you have been doing.
- You do not have to have everything this very moment. That tempting new acquisition will most likely still be available tomorrow (this is certainly true of food, alcohol, and other common gratifications—that ice cream cone, for instance). Most good opportunities will come back again—and you will be in a better position to discern which opportunities really are best for you.
- Always choose quality over quantity, especially in your experiences. The ability to have experiences of quality can be learned only by giving your full attention to the experience you are having *now*. If you keep anticipating future experiences, you will keep missing the present one and undermine the possibility of ever being satisfied.
- Make sure that what you want will really be good for you in the long run. As the saying goes, watch what you pray for since your prayers may be answered. In the same vein, think about the long-term consequences of what you want since you may get it only to find that it becomes another disappointment—or even a source of unhappiness.

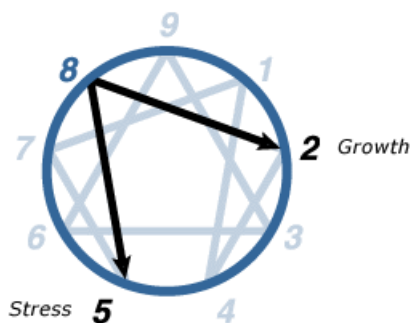
From *Discovering Your Personality Type*, pp. 145-154. See also *Personality Types*, pp. 259-96, *Understanding the Enneagram*, pp. 54-57, 105-112, and 344-346, and *The Wisdom of the Enneagram*, pp. 260-286.

## Examples

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

# Personality Type EIGHT: The Challenger

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



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

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

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

## Recognizing Eights

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

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

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

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

Nothing much about Eights is half-hearted. They have powerful feelings and drives and often have a major impact



on the people around them—for good or for ill. Eights are more intense and direct than most, and they expect others to meet these qualities as well. Indirectness of any kind drives them crazy, and they will keep pushing and raising their energy level until they feel that others have sufficiently responded to them.

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

Less healthy Eights can become extremely controlling, self-important, confrontational, and highly territorial. They may respond to others by swaggering and being willful, bluffing and "throwing their weight around" in various ways. Average Eights are full of bluster and bravado to get people to fall in line with their plans, desires, and if they encounter resistance, they will try to control and dominate people more openly and aggressively. Whether they are running a multinational corporation or a family of two, they want it understood that they are firmly and clearly in charge.

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

## Their Hidden Side

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

## Relationship Issues

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

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

## Type Compatibility

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

## The Passion: Lust

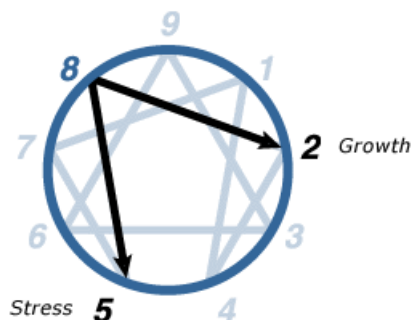
Eights want to feel intensely alive: they love the sense of immediacy they get from being engaged with life fully. They do not have much patience with lukewarm responses or half-hearted actions from others. But this desire to be vital and alive can easily deteriorate into a need to constantly *push against*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

## At Their Best

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

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

## Personality Dynamics & Variations



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

### Under Stress (Eight Goes to Average Five)

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

### Security (Eight Goes to Average Two)

Eights will sometimes turn toward people they trust to be reassured about the other person's need for them. They

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

### **Integration (Eight Goes to Healthy Two)**

As Eights begin to recognize their powerful emotional armoring and see how much it isolates them unnecessarily, they naturally become more emotionally expressive and generous, like high-functioning Twos. Underneath their drive for self-protection and independence, Eights have big hearts and generous impulses. Once they feel secure enough to let down their guards, they discover how much they care about people and how much they want to support others. In short, they want to be a source of good in the world and to express their love—and at Two, they do so. Since they remain Eights, their love is expressed in palpable ways that actually help and support people. It is a love free of sentiment, clinging, or hidden agenda, and through it, Eights find the sense of empowerment and dignity that they have been seeking.

## The Levels of Development

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

### **Healthy Levels**

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

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

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

### **Average Levels**

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

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

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

### **Unhealthy Levels**

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

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

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

# Personal Growth Recommendations for Type Eights

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

- It goes against the grain, but act with self-restraint. You show true power when you forbear from asserting your will with others, even when you could. Your real power lies in your ability to inspire and uplift people. You are at your best when you take charge and help everyone through a crisis. Few will take advantage of you when you are caring, and you will do more to secure the loyalty and devotion of others by showing the greatness of your heart than you ever could by displays of raw power.
- It is difficult for Eights, but learn to yield to others, at least occasionally. Often, little is really at stake, and you can allow others to have their way without fear of sacrificing your power, or your real needs. The desire to dominate everyone all the time is a sign that your ego is beginning to inflate—a danger signal that more serious conflicts with others are inevitable.
- Remember that the world is not against you. Many people in your life care about you and look up to you, but when you are in your fixation, you do not make this easy for them. Let in the affection that is available. Doing this will not make you weak, but will confirm the strength and support in yourself and your life. Also remember that by believing that others are against you and reacting against them, you tend to alienate them and confirm your own fears. Take stock of the people who truly are on your side, and let them know how important they are to you.
- Eights typically want to be self-reliant and depend on no one. But, ironically, they depend on many people. For example, you may think that you are not dependent on your employees because they depend on you for their jobs. You could dismiss them at any time and hire other workers. Everyone is expendable in your little kingdom—except you. But the fact is that you are dependent on others to do their jobs too, especially if your business concerns grow beyond what you can manage alone. But if you alienate everyone associated with you, you will eventually be forced to employ the most obsequious and untrustworthy operatives. When you do, you will have reason to question their loyalty and to fear losing your position. The fact is that whether in your business world or your domestic life, yourself-sufficiency is largely an illusion.
- Eights typically overvalue power. Having power, whether through wealth, position, or simple brute force, allows them to do whatever they want, to feel important, to be feared and obeyed. But those who are attracted to you because of your power do not love you for yourself, nor do you love or respect them. While this may be the Faustian bargain you have made, you will nevertheless have to pay the price that whatever power you accumulated will inevitably be at a cost you, physically and emotionally.

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

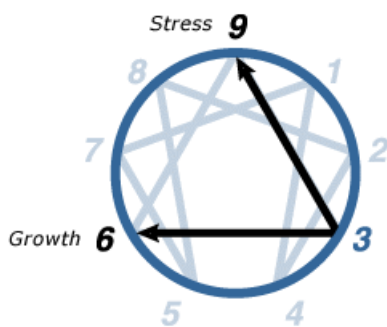
## Examples

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

# Personality Type THREE: The Achiever

*The Success-Oriented, Efficient Type:*

*Adaptive, Excelling, Driven, and Image-Conscious*



**Generally, Threes are** effective, competent, adaptable, goal-oriented, ambitious, organized, diplomatic, charming, into performance, and image-conscious.

**Threes get into conflicts by being** expedient, excessively driven, competitive, self-promoting, "appropriate" instead of sincere, boastful, and grandiose.

**At their best, Threes are** inner-directed, authentic, modest, admirable, well-adjusted, gracious, interested in others, and self-accepting.

## Recognizing Threes

Type Three exemplifies the desire to be our best self, to develop all of our potentials, and to value ourselves and others. Threes are the "stars" of the personality types—people of tremendous drive, ambition, and belief in themselves. Threes want to excel, to be the best at whatever they do, and they are willing to put in the effort it takes to do so. Threes can be found at the gym, taking classes at night, putting in extra hours at work, learning how to coordinate their best colors when they dress—basically doing what it takes to shine. While Threes are energetic and ambitious, they are also diplomatic—they want to be liked and esteemed by others. They strive to be presentable and appropriate, not wanting to come across in ways that would be disapproved of. They know how to put their best foot forward and present themselves in a way that highlights their energy and confidence.

Threes are, above all, goal-oriented. They get a particular objective in their sights and then actively engage in activities that will bring them closer to whatever they seek. They pursue their dreams tirelessly, and cannot understand why others are not similarly motivated. Thus, Threes also enjoy sharing self-development tips, explaining how to make money, lose weight, develop career skills, and so forth. They are hard workers, diligent and effective—and they like helping others to be that way, too.

To achieve their goals, Threes learn to be highly adaptable. They are able to change course when necessary and may even do so several times, including a change of career, if that is what it takes. They may try different approaches to problems until they find a formula that seems the most effective. Similarly, Threes quickly adapt to different social settings, always wanting to be appropriate and to exemplify the values of whatever group they are in. While their adaptability can be an enormous asset, it can also be overdone, leaving Threes unsure of who they are or what their own deepest values are.

In all of their dealings, Threes value efficiency and effectiveness, and they are often prized by businesses for these values. They are extremely goal-driven, and once they are given a task to perform, will do their best to make sure that it is done as quickly and efficiently as possible. The problem is that Threes can be efficient to a fault—becoming accomplishment machines, brushing their real feelings and needs aside to "get the job done." This way of living can leave Threes feeling empty and emotionally isolated, despite the successes they may be having.

Problem arise because Threes learned in childhood that they are only valuable for their accomplishments and self-

presentation. They believe that they will only be loved if they become extraordinary in some field of endeavor. Thus, the pressure to be outstanding in whatever they do is intense and draining. Even if they are not working at a career and are primarily keeping a home, they will strive to have the most outstanding home in their neighborhood and to be "Super-Mom" or "Super-Dad." Threes find it difficult to stop or rest when they are caught up in their drive for success. They believe that to do so is to risk failure—and most Threes would rather die than fail and risk being humiliated. Their drive for success can also create conflicts with their personal or family life. Similarly, intimacy issues are not uncommon.

When Threes push themselves too hard and are unable to deliver everything that they would like to, they may resort to presenting successful images to others rather than letting people know their actual state or emotional condition. They attempt to convince others and themselves that they have no problems and that they are doing great, even though they may feel depressed or even burnt out. They believe that they can "fake it until they make it," but if Threes do not slow down to deal with their emotional problems, sooner or later, a crash is inevitable.

**In brief, Threes want** to feel valuable and worthwhile, to excel, to be affirmed, to be effective and efficient, to perform well, to be "the best," to have attention, to be admired, and to impress others. **Threes do not want** anything that looks like failure, to sit around "doing nothing," to be overshadowed by others, to look unprepared or awkward, to be average, to ask others for help or support, or to be caught in distortions of the truth.

## Their Hidden Side

Beneath the surface, Threes have deep anxieties about their personal value. They feel that unless they maintain a certain position or image in life, they will be devalued, rejected, and tossed aside as worthless. Thus, they feel a constant inner pressure to "have it together," to not need much intimacy or personal support, and, above all, to constantly perform at maximum efficiency. Unless you knew a Three very well, you would never suspect the degree of emotional vulnerability and insecurity that they conceal beneath their smooth, efficient surface. The fact is that despite Threes' apparent social ease, there is great loneliness and a belief that they must not need help or support. As much as possible, Threes try to avoid their feelings of shame and isolation, but a large part of their growth entails allowing these feelings to arise and become integrated into their functioning self.

## Relationship Issues

Threes often report that they feel confident in their ability to attract other people. They are usually charming and magnetic, and they know how to behave appropriately. Also, many Threes spend significant time and resources cultivating their personal presentation. They work at being in good physical condition and are often well-groomed. They want their partner to be proud of them and their accomplishments, so they often are drawn to people who they believe will appreciate them. The problem is that Threes fear that many parts of themselves may be less than outstanding or even unacceptable. Fears of potential rejection may prevent them from letting people get close to them. Significant relationship issues include the following:

- Holding the partner to strict standards that the partner does not wholeheartedly share.
- Presenting a favorable image that they later fear they will not be able to live up to.
- Fearing that people only want them for their looks or abilities.
- Not speaking up when they need help or support, then resenting the partner for not supporting them.
- Workaholicism as a way of avoiding intimacy.
- Pre-emptively leaving relationships out of fear of rejection, or having serial relationships ("conquests") as a way of bolstering their self-image.
- Haranguing the partner for not reflecting well on them, for behaving in ways that do not support the Three's self-image.

## Type Compatibility

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

### The Passion: Deceit (Vanity)

Deceit here is primarily a kind of self-deception. Threes convince themselves that only their image and their

performance are valuable. They subconsciously feel that their own natural inner qualities are inadequate or unacceptable, so they strive to become the sort of person that they believe others would look up to. They have an idea of the qualities, talents, and appearance that they need to have in order to be acceptable, and they work tirelessly to embody those qualities.

Thus, Threes convince themselves that they must always be outstanding, superb, and exceptional—the best at whatever they are focusing on. To be any less than this is to fail, to be worthless. This is like the child who gets straight A's but is then tormented by getting an A-minus or a B-plus, or the athlete who wins several gold medals but then feels like a failure for getting a silver or bronze. This kind of self-rejection and self-deception causes Threes a great deal of suffering. Once Threes lose themselves in these self-deceptions, truth becomes whatever works to keep their self-image going, and they are able to deceive others, often without any apparent remorse.

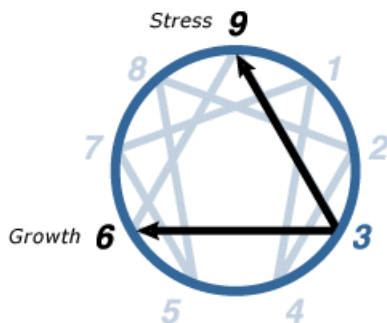
### **At Their Best**

Healthy Threes are excellent communicators, motivators, and promoters, and they know how to present something in a way that's acceptable and attractive. In the workplace, they can be very effective at building morale and company spirit. They value excellence and accomplishment and truly enjoy helping others discover how to shine. Even when they are not "coaching" others, they often inspire people to become like them in some way.

Healthy Threes are able to do this because they believe in themselves and invest time and energy in developing their native talents. They value themselves, their lives, and the people they love, seeing life as an opportunity to offer what talents they have been given to the world. They are also "adaptable" in the best sense of the word. If they see that they are doing something incorrectly or that their methods are not reaping positive results, they are willing to learn another way and to change. Further, healthy Threes are not in a contest with anyone. They deeply enjoy working with others toward shared goals and do not need to outshine their peers.

Thus, healthy Threes may or may not have significant accomplishments, but others are impressed by their realness and their heartfelt sincerity. They model an honesty, simplicity, and authenticity that inspires people. They do not try to impress others or inflate their importance; rather, they see their limitations and appreciate their talents without taking themselves too seriously. At their best, they are also tender, touchingly genuine, and affectionate—they truly become "heroes" and "role models" who inspire others by their outstanding achievements, humility, and warmth.

## Personality Dynamics & Variations



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

### **Under Stress (Three Goes to Average Nine)**

When Threes drive themselves too hard, their stress can go beyond what they can normally cope with. When this occurs, they tend to go on "autopilot," attempting to just get through things without being bothered, in the manner of average Nines. Threes going to Nine become more passive and fall into routines. They lose their focus and involve themselves with busywork to at least give the appearance that they are getting things done. If stress continues, however, they may begin to become shut down, listless, and depressed, losing interest in their projects and withdrawing from people. They feel little energy or enthusiasm and simply want people to leave them alone and give them space. They can become stubborn and resistant to offers of help at these times, not wanting to hear that they have a problem.

### **Security (Three Goes to Average Six)**

With most people, Threes make every effort to be diplomatic and well-mannered. They do not want to say things

that would be off-putting to people if they can avoid it. But when Threes feel that their relationships are secure, they can be more open about expressing their anxieties and frustrations. They may keep a "positive frame of mind" all day at work, only to come home and download their dissatisfaction onto their spouse or partner. ("I think my boss is going to go nuts on me when he finds out we still haven't got this report nailed down.") Feelings of self-doubt, dread, suspicion, and anger at others' incompetence can all surface in contrast to the Three's usual "can do" attitude.

### **Integration (Three Goes to Healthy Six)**

As Threes let go of their fears of failure and worthlessness, they start to feel less competitive with others. They relax and find that they feel most valuable while working cooperatively with others toward shared goals and aspirations, like healthy Sixes. They learn to freely offer support and guidance to the people in their lives, but more importantly, they also learn to ask for support when they need it. Threes ordinarily put themselves under such pressure to accomplish their goals with little or no help that it comes as both a surprise and a relief to them that others are happy to help them in their endeavors. In short, Threes learn to trust others and to build lasting bonds with people. They become more selfless and courageous, embodying real qualities of leadership and self-sacrifice. By letting go of their need to outshine others, Threes become truly extraordinary human beings.

## The Levels of Development

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

### **Healthy Levels**

**Level 1 (At Their Best):** Self-accepting, inner-directed, and authentic, everything they seem to be. Modest and charitable, self-deprecatory humor and a fullness of heart emerge. Gentle and benevolent.

**Level 2:** Self-assured, energetic, and competent with high self-esteem: they believe in themselves and their own value. Adaptable, desirable, charming, and gracious.

**Level 3:** Ambitious to improve themselves, to be "the best they can be"—often become outstanding, a human ideal, embodying widely admired cultural qualities. Highly effective: others are motivated to be like them in some positive way.

### **Average Levels**

**Level 4:** Highly concerned with their performance, doing their job well, constantly driving self to achieve goals as if self-worth depends on it. Terrified of failure. Compare self with others in search for status and success. Become careerists, social climbers, invested in exclusivity and being the "best."

**Level 5:** Become image-conscious, highly concerned with how they are perceived. Begin to package themselves according to the expectations of others and what they need to do to be successful. Pragmatic and efficient, but also premeditated, losing touch with their own feelings beneath a smooth facade. Problems with intimacy, credibility, and "phoniness" emerge.

**Level 6:** Want to impress others with their superiority: constantly promoting themselves, making themselves sound better than they really are. Narcissistic, with grandiose, inflated notions about themselves and their talents. Exhibitionistic and seductive, as if saying "Look at me!" Arrogance and contempt for others is a defense against feeling jealous of others and their success.

### **Unhealthy Levels**

**Level 7:** Fearing failure and humiliation, they can be exploitative and opportunistic, covetous of the success of others, and willing to do "whatever it takes" to preserve the illusion of their superiority.

**Level 8:** Devious and deceptive so that their mistakes and wrongdoings will not be exposed. Untrustworthy, maliciously betraying or sabotaging people to triumph over them. Delusionally jealous of others

**Level 9:** Become vindictive, attempting to ruin others' happiness. Relentless, obsessive about destroying whatever reminds them of their own shortcomings and failures. Psychopathic behavior. Generally corresponds to the Narcissistic Personality Disorder.



# Personal Growth Recommendations for Type Threes

**Threes grow by recognizing** that they do not need to separate their work and functioning from their feelings. Threes believe they will be less effective and competent if they allow their feelings to enter the picture. Thus, they wait until they are done with their tasks before they pay any attention to their emotions. Nonetheless, their emotions are always operating, even if unconsciously. And if Threes neglect them too long, those emotions start to make functioning much more difficult. Thus, growth for Threes entails pausing while working and actively checking in with their feelings. By tuning in to their heart, and becoming more conscious of their inner life, Threes derive much greater happiness and satisfaction from their work and from their relationships.

- For our real development, it is essential to be truthful. Be honest with yourself and others about your genuine feelings and needs. Likewise, resist the temptation to impress others or inflate your importance. You will impress people more deeply by being authentic than by bragging about your successes or exaggerating your accomplishments.
- Develop charity and cooperation in your relationships. You can do this by taking time to pause in busy day to really connect with someone you care about. Nothing spectacular is required—simply a few moments of quiet appreciation. When you do so, you will become a more loving person, a more faithful friend—and a much more desirable individual. You will feel better about yourself.
- Take breaks. You can drive yourself and others to exhaustion with your relentless pursuit of your goals. Ambition and self-development are good qualities, but temper them with rest periods in which you reconnect more deeply with yourself. Sometimes taking three to five deep breaths is enough to recharge your battery and improve your outlook.
- Develop your social awareness. Many Threes have grown tremendously by getting involved in projects that had nothing to do with their own personal advancement. Working cooperatively with others toward goals that transcend personal interest is a powerful way of finding your true value and identity.
- In their desire to be accepted by others, some average Threes adapt so much to the expectations of others that they lose touch with what they are really feeling about the situation. Develop yourself by resisting doing what is acceptable just to be accepted. It is imperative that you invest time in discovering your own core values.

From *Discovering Your Personality Type*, pp. 106-115. See also *Personality Types*, pp. 95-133, *Understanding the Enneagram*, pp. 43-46, 80-86, and 334-336, and *The Wisdom of the Enneagram*, pp. 150-77.

## Examples

Augustus Caesar, Emperor Constantine, Bill Clinton, Tony Blair, Prince William, Condoleeza Rice, Arnold Schwarzenegger, Carl Lewis, Muhammed Ali, John Edwards, Mitt Romney, Bill Wilson (AA Founder), Andy Warhol, Truman Capote, Werner Erhard, Oprah Winfrey, Deepak Chopra, Tony Robbins, Bernie Madoff, Bryant Gumbel, Michael Jordan, O.J. Simpson, Tiger Woods, Lance Armstrong, Elvis Presley, Paul McCartney, Madonna, Sting, Whitney Houston, Jon Bon Jovi, Lady Gaga, Taylor Swift, Justin Bieber, Brooke Shields, Cindy Crawford, Tom Cruise, Barbra Streisand, Ben Kingsley, Jamie Foxx, Richard Gere, Ken Watanake, Will Smith, Courteney Cox, Demi Moore, Kevin Spacey, Reese Witherspoon, Anne Hathaway, Chef Daniel Boulud, Dick Clark, Ryan Seacrest, Cat Deeley, Mad Men's "Don Draper," Glee's "Rachel Berry"