

PERSONAL FEEDBACK REPORT STANDARD



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Private

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Index

1. Table of Contents
2. Lens 1: Personal Mastery
3. Lens 2: Emotional Resilience
4. Lens 3: Social Drives
5. Lens 4: Energy Centres
6. Lens 5: Enneagram

About Five Lens

"Ennea International Group" provides innovative products and holistic solutions that promote team effectiveness. We focus on creating quality leadership and winning teams that are characterised by high performance and effective working relationships. In order to achieve positive sustainable change, we combine product, process and methodology, including Integral Coaching combined with an Action Learning methodology. Our interventions are typically designed to span several months to ensure that change is implemented in a way that is enduring. In developing our products, extensive expertise and experience in industrial psychology and executive coaching is combined with a thorough understanding of the theoretical foundations of individual and organisational systems to produce developmental assessment reports and processes that enable our clients to quickly experience a positive difference.

About this PFR

The Personal Feedback Report (PFR) provides individualised feedback across five core models which serve as lenses through which feedback and insight is offered. In addition to containing detailed feedback based on Ennea International's 'Five Lens Questionnaire' (5LQ), the PFR contains developmental coaching questions designed to stimulate reflection and action. The PFR is often used in conjunction with a personal coaching program or other developmental processes.

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Personal Mastery Factors



What is Personal Mastery

Personal Mastery consists of a number of scales. Based on the work of Peter Senge, it measures factors that contribute towards emotional maturity and resilience. People who score high on these scales are likely to cope with life in a mature way and overcome difficulties they encounter with relative ease.

In Senge's own words, this concept is defined as follows: "People with a high level of personal mastery live in a continual learning mode. They never 'arrive'. Sometimes, language, such as the term 'personal mastery' creates a misleading sense of definiteness, of black and white. But personal mastery is not something you possess. It is a process. It is a lifelong discipline. People with a high level of personal mastery are acutely aware of their ignorance, their incompetence, their growth areas. And they are deeply self-confident. Paradoxical? Only for those who do not see the 'journey is the reward'. " - (Senge 1990: The Fifth Discipline: The Art & Practice of the Learning Organization)

The six factors on which we focus our attention aggregate to provide an overall index, that suggests the degree to which an individual has progressed on this personal journey. A critical aspect of this index is its relative nature, because it is reported in terms of the population in which you find yourself.

Insights

The term 'personal mastery' is used to describe a person's ability to maintain internal stability at the ego level of existence. Someone who has achieved personal mastery is able to successfully manage their dependency needs, and has learned how to become viable and independent in the sense that they are self-sufficient, and are not beholden or dependent on others for their survival, relationship and self-esteem needs.

Learning to develop your personal mastery skills and capabilities is largely a cognitive process that requires a commitment to personal growth. The skills and capabilities involved are simple and easily understood, as long as you remember that whatever emotions you are experiencing have been created through your beliefs

Self Acceptance

This factor indicates the degree to which you view yourself positively and experience a sense of personal achievement in your life, readily facing challenges and acknowledging your ability to learn from your experiences. On the one hand, a sense of personal satisfaction and achievement may suggest self-confidence and even pride while, on the other hand, shame, embarrassment and a need to hide the truth about yourself may seriously lower your self-confidence.



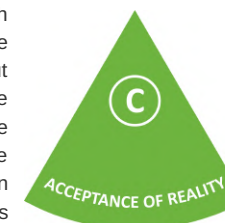
Directed Passion

This factor provides an indication of the degree to which you have a passionate sense of direction in what you do in both your work and private life. This suggests, on the one hand, a strongly inner-directed sense of motivated purpose and drive, while, on the other hand, it suggests a somewhat disinterested approach to your work, arising from the need to earn a living by doing something about which you feel little or no passionate interest.



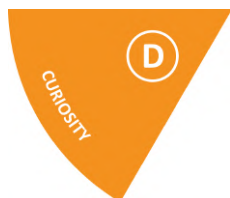
Acceptance Of Reality

This indicates the degree to which you are able to accept life and the circumstances of your life without resistance or discomfort. On the one hand, fully accepting that there are things that you are unable to change or even influence, it suggests an attitude of resignation and willingness to make the best of any situation. On the other hand, a dissatisfied and frustrated attitude may arise that is characterised by persistent anger and irritation directed at circumstances that are beyond your control.



Curiosity

This indicates the degree to which you are inclined to ask questions and seek answers to these by various means including reading widely and making use of electronic media such as the internet. On the one hand, this may imply an open-minded and enquiring attitude to life suggesting a wide range of interests and a hunger for knowledge. On the other hand, a person with little interest in finding out more about the world around them is suggested. Such a person may believe that they already have all the answers that they need or have little inclination to ask questions for some reason.



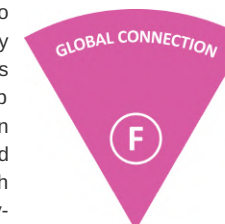
Impact On Others

This factor indicates the degree to which you interact with others in a way that results in your being perceived as significant in their lives. While this could imply a person with an outgoing and sociable nature, this is not necessary, and the degree to which the individual permits others to come to rely on him or her for support in some way is more significant. The converse suggests a person who is rarely seen as significant to others and who may avoid situations in which others come to depend on him or her in any way, possibly having little need for the personal recognition or affirmation that this may elicit.



Global Connection

This factor indicates the degree to which you feel connected to humanity as a whole in a way that transcends nationality or other limited group affiliation. This may imply an acceptance of all others as equal and the need to form connections with people around the globe in a widely-spread network of personal contacts giving you a sense of being connected to humanity as a whole. Conversely, you may have a fairly strong sense of belonging to a single national or racial group and feel that those who are not members of this group are "outsiders" with whom you may feel little need to connect or interact.



Your Self-Acceptance

Self Acceptance



LOW ACCEPTANCE

Sense of embarrassment
Sense of few achievements
Reduced self-concept
Hides mistakes

HIGH ACCEPTANCE

Personal satisfaction
Proud of achievements
Positive self-concept
Learns from experience

Your HIGH score on this scale suggests that...

- You may appear to be quite positive about yourself and probably accept that where you may feel a little inadequate at times, this can be changed with experience.
- You welcome situations that allow you to learn new things and very rarely feel the need to obscure your actual qualifications or ability.
- You could be quite proud of your achievements and feel that you have mostly made the most of the opportunities that life has presented to you.
- You are probably fairly self-confident and willing to accept yourself the way you currently are, while accepting that there is always room for personal improvement.

What this could mean to you:

- You may be inclined to feel proud of your ability and respect yourself as a capable and competent person in most contexts.
- You may be driven to accelerate your own learning in order to overcome any areas that you feel are inadequately developed.
- While it is unlikely that you will feel the need to hide mistakes and poor decisions, this may occasionally occur when you feel you can clean up your own mess.
- Most significantly, this suggests that you are likely to feel confident about your ability and have little need to create a false impression about your qualifications or skills.

Insights

It is said that: "You can search throughout the entire universe for someone who is more deserving of your love and affection than you are yourself, and that person is not to be found anywhere. You, yourself, as much as anybody in the entire universe, deserve your love and affection." Self-acceptance means that you are happy with who and what you are, but it does not mean that you give up any hopes of change or improvement. Self-acceptance is a necessary first step towards self-improvement, because you need to see the truth about yourself and accept it and then decide whether or not you can change. If you accept yourself, you can also value yourself and tell others that they should respect who you are. You will also be able to accept others and not demand that they try to reach your standards.

? Reflections

- In what areas in your life do you believe that there is room for improvement?
- While you will probably appear self-confident and self-assured, are there times when you feel unsure about yourself or experience some degree of self-doubt? What are these?
- Do you ever have difficulty admitting that you are not certain about some issue or that you do not have the answer to a question? Give examples of this.

Your Directed Passion

Directed Passion



DISPASSIONATE

Unclear direction
Disinterested
Unfocused
Reduced sense of purpose
Reduced sense of passion

PASSIONATE

Self-directed
Motivated
Clear purpose
Energetic
Passionate

Your MID-RANGE score on this factor suggests that....

- You may be interested in your line of work or studies but find that it lacks something.
- You may have some sense of personal direction but may find that you are not really following it.
- You may find that you work mainly for financial reward or for a qualification rather than for true enjoyment of the work.
- Your passion could possibly lie outside of your current field of work or study.

What this could mean to you:

- While you are possibly inclined to wait for instructions that set your direction, you may occasionally act on your own accord.
- You may consider the time spent working or studying, something of an imposition and possibly wish you could be doing something that is more stimulating.
- It's possible that you are sometimes bored with your work or studies and, apart from the attraction of a salary or qualification, get limited stimulation out of what you do.
- You may be diligent in following instructions and obeying orders but you may have to internalise the overall aim of what you are doing to become really inspired.

Insights

It's important to know what motivates you because this is your so-called driving force that will take you forward toward your goals. Your drive may be divided into internal and external motivation, and understanding the two is often rather intuitive. Internal motivation is sourced from within and there is less of a concern for the rewards of an activity than with the satisfaction of engaging in the activity itself. In a way, the process, rather than the goal, is important. External motivation is sourced outside the individual. For example, validation by friends, family, colleagues, and supervisors; tangible rewards such as pay increases, promotions, and job titles. Arguably, intrinsic, or inner motivation is the strongest form of motivation as it is not subject to changes by outside sources.

? Reflections

- What aspects of your work or studies are in line with your personal passion and values?
- Is there something you would prefer to be doing in your life?
- Do you get the opportunity to do this in other parts of your life?
- What could be done, if anything, to make your current line of work or study more personally satisfying?

Your Acceptance of Reality

Acceptance of Reality



LOW ACCEPTANCE

Dissatisfied
Pessimistic
Blaming
Reactive & irritable
Negative & cynical

HIGH ACCEPTANCE

Accepting
Optimistic
Responsible
Proactive
Positive

Your LOW score on this scale suggests that...

- You may have some difficulty accepting events in the world around you that you can't change.
- You may have a fairly strong need to control things and may feel despair when you are unable to.
- You may feel somewhat unhappy about life and sometimes feel frustrated.
- You may have quite firm beliefs about how things are supposed to be.

What this could mean to you:

- It's possible that you sometimes try to control the uncontrollable and miss out on the joys of life as a result.
- You may sometimes feel angry that things are not the way you would have them be and fail to appreciate the world as it is.
- You may, at times, be inclined to ask unanswerable questions, usually beginning with the word 'why', and possibly become irritated at your inability to find answers.
- You are perhaps inclined to judge the world and other people in terms of your own expectations and find that things are not the way you want them to be.
- You may even feel quite disappointed by life and possibly wonder what it's all about.

Insights

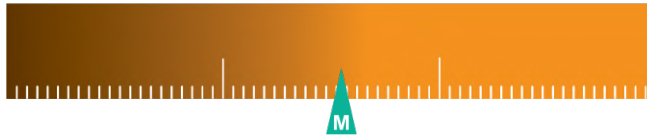
In her book, *Radical Acceptance*, Tara Brach asserts that almost all threats are not real but are fabricated as an immature way of 'protecting' oneself from the thought of 'non-survival'. Once you understand this, there is nothing left to accept. We spend our time, energies and lives trying to manage or stave off pain, which we needlessly created in the first place. Compassion, on the other hand, comes from accepting that life and everything in the world is essentially impermanent and will not survive the crumbling assault of time. Accepting both yourself and others as they are, and not as you would have them be, is a first step to accepting that happiness depends on you and nothing outside of yourself can take that responsibility from you. The reason is that you are upset by your judgment and not by the events or people in the world that you judge.

? Reflections

- To what extent have you become cynical about life in general?
- Do you find that you're often disappointed by other people? What disappoints you the most?
- In what ways do your expectations of people and the world in general impact on your life?
- To what extent do you judge or criticise others who do things differently from you?
- What is the greatest source of happiness in your life?

Your Curiosity

Curiosity



CLOSED-MINDED

Rigid attitude
Avoidant
Disinterested
Limits knowledge acquisition
Unquestioning

OPEN-MINDED

Flexible attitude
Engaging
Active interests
Seeks knowledge
Questioning

Your MID-RANGE score on this scale suggests that...

- You may be somewhat afraid of the unknown and sometimes prefer to avoid unknown situations.
- You could have some difficulty keeping an open mind and sometimes find that having to adapt to new ideas is rather challenging.
- At times, you may be somewhat afraid of making a fool of yourself by asking questions because you think you may appear ignorant or silly.
- You may have been discouraged in some way from asking questions, although you are probably willing to challenge this at times.

What this could mean to you:

- You may, at times, be inclined to tell people what is going on rather than ask them and this may suggest that you sometimes work on assumptions rather than real information.
- You may feel over-loaded by new information at times and may try to limit your exposure to novel ideas in some way. This means that you could discount new ideas before carefully considering their value.
- However, you may at times be sufficiently open-minded to listen to others, consider what they have to say and, in this way, extend your existing knowledge framework.
- You may have started to overcome your fear of asking questions and may even explore those things that interest you more deeply.

Insights

Curiosity is about more than keeping an open mind. Curious people are seekers who not only enjoy new experiences, but actively look for challenges that will stretch them, whether that involves making new friendships, learning new skills or pushing themselves to do their best work. Most significantly, they are willing to take risks. So how can we become seekers ourselves, and develop a more curious attitude? "The first thing to do is recognise the moments you feel uncomfortable," says Professor Todd Kashdan. "When you're avoiding a situation, it's a good sign that there's something novel there, something uncertain, and you can take advantage of that to experiment." Even better, our curiosity can be contagious, and helps to strengthen our relationships.

? Reflections

- To what extent are you afraid of asking questions and discovering new information?
- Do you feel that you may look foolish when you ask someone to clarify what they are saying? Think of examples of this.
- Are you quite easily bored? Does this make finding out information rather tedious to you?
- Are you willing to take calculated risks? If you're not willing, what prevents you from doing so?

Your Impact on Others

Impact on Others



LITTLE INFLUENCE

Feels insignificant
Avoids influencing
Unsupportive of others
Avoids interaction

STRONG INFLUENCE

Feels significant & influential
Readily shares ideas
Supports others
Enjoys interacting

Your LOW score on this factor suggests that...

- You may view yourself as somewhat less significant, impactful or influential than many people you encounter.
- You may feel rather negative about yourself and perhaps other people.
- You may be somewhat socially restrained and may find speaking to people quite challenging.
- You may have some difficulty confidently engaging with others and possibly avoid situations where this is required.

What this could mean to you:

- You may question your own value and sometimes resist sharing your ideas and feelings in the belief that they are not really important or significant.
- You may find team or group meetings trying and would prefer to miss these meetings if possible.
- You could be depriving others of valuable insights and suggestions by leaving them unexpressed.
- While you sometimes see situations where you could contribute meaningfully, you may be too restrained and possibly afraid of rejection to risk exposing your ideas.
- You may even wonder why you are a part of the team or group in the first place.

Insights

We all influence the people around us every day of our lives and are, in turn, influenced by them. Sometimes our impact is positive and powerful; but it can also be overwhelming (too powerful) inappropriate or weak. Because our view of the impact we have on others is, by its nature, so subjective; it is very difficult to know how and why things go wrong, or deviate from the way we had hoped. Our capacity to impact on others is greatly affected by our understanding or misunderstanding of society's rules and conventions. This can give rise to a feeling of not being 'allowed' to speak our mind or of it not being 'right' to influence other people - "Oh that's manipulation, I couldn't do that!". So the first place to look when you start designing the way you impact others is to identify the issues that trip you up and which undermine your ability to choose the impact you make.

? Reflections

- What factors seem to hold you back from engaging with others in social settings?
- To what extent do you feel less than confident in your social and intellectual ability?
- What skills do you need to improve in order to increase your positive impact on others?
- What are your most valued characteristics that others will find appealing and remember you for?

Your Global Connection

Global Connection



LITTLE PURPOSE

Feel somewhat isolated
No sense higher purpose
Non-spiritual
Feels unsupported in the world

GREAT PURPOSE

Feels connected
Sense of higher purpose
Sense of spirituality
Feels supported in the world

Your LOW score on this scale suggests that ...

- You may have a sense of being somewhat disconnected from other people.
- You may be largely unconcerned about the well-being of the world.
- You are not particularly spiritual in your outlook.
- You may possibly feel that it is up to you alone to make your life work.

What this could mean to you:

- You possibly have difficulty accepting assistance or support and do not seriously consider giving up control.
- It's likely that you're not usually inclined to trust others all that easily and sometimes doubt their intentions.
- People who are visibly different from you may sometimes either cause you to feel anxious or that they need to be treated with caution.
- You possibly treat spiritual seekers in a disparaging or humorous way and even avoid them at times.

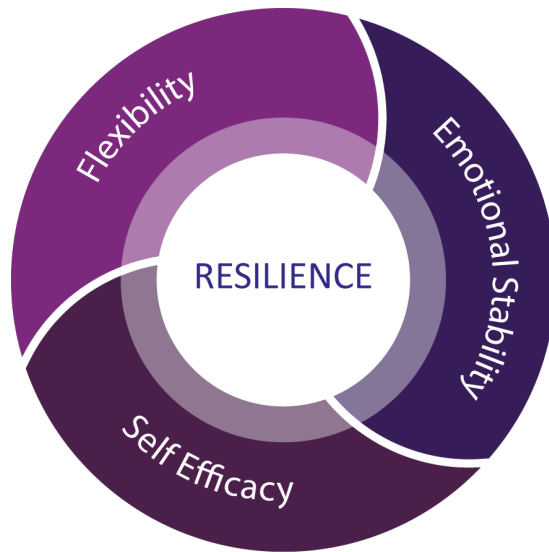
Insights

It is suggested by some that in a social system, an individual's success is ultimately motivated and measured by the society in which he or she lives. In this context, the individual is constantly working to fulfill the goals of that society in one way or another. Frequently unaware of this dynamic, individuals attribute their accomplishments to themselves and this egoistic perception isolates individuals from one another, making them unaware of how they affect the whole system. At the global level, this creates crises in all realms of life, threatening the very survival of the whole. Yet, these crises may help form a new perception wherein the individual considers the success of society equal to his or her own. It can be argued that this change in perception provides the correct motivation for all individuals, and promotes the survival and prosperity of the whole world and its people.

Reflections

- To what extent do you accept or reject a deep sense of purpose or spirituality as a reality in your life?
- What life events could have led to this?
- To what extent do you try to limit your dealings with strangers or foreigners?
- It may be that you have some difficulty accepting support from others. To what extent is this true?

RESILIENCE COMPONENT MODEL



Resilience is a fundamental temperamental factor that relates to a cluster of attributes including emotional stability and self-efficacy, both of which contribute to a 'can do' attitude. This allows individuals to cope with adversity because they feel adequate and believe that they can cope despite the magnitude of the issues that they face. On the other end of the dimension, we have an individual who finds it difficult to deal with the slightest adversity and who becomes immobilised in stressful situations. This converse 'can't do' attitude rests equally on the lack of self-efficacy.

RESILIENCE FACTORS:

FLEXIBILITY a Mental-Intellectual characteristic. Flexibility is a major component of resilience and indirectly suggests adaptability, optimism and positivity. It means that you will be able to remain open to possibilities and apply your mind to overcoming difficulties. Focusing your attention on a positive outcomes may well increase the chances of one arising.

EMOTIONAL STABILITY an Affective-Emotional attribute. Stability, when applied to human emotions, refers to a state of being predictable and not easily swayed. People who are emotionally stable act in a rational manner when faced with challenging situations. They are able to effectively work through daily issues without becoming overly upset, anxious or angry.

SELF-EFFICACY a Directional-Motivational aspect suggesting self-confidence. Self-efficacy is an effective predictor of people's willingness to take on challenges, learn new things and aspire to success. While there is a certain central construct that affects the individual's general sense of capability, there are specific capabilities that are sufficiently significant to have their own index of efficacy.

In other words, head, heart and gut. If any one of these is under-developed, the likelihood of an individual showing enhanced resilience is severely diminished. All three of these factors serve to overcome fear and where they are inadequately developed the specific type of fear they offset tends to surface.

Individual resilience develops when fears are overcome and self-assurance is established.



- To what extent do you find that you become rigid and dogmatic when pressure mounts?
- To what degree do you feel that you are able to cope in the midst of difficult situations?
- To what extent are you inclined to doubt your ability to do what is required in a stressful situation?

Support your answers with real examples and then assess which of these three aspects present the greatest challenge and requires the most development.

Reactive

Resilient



Flexibility



Emotional Stability



Self-Efficacy



A low resilience index suggests some difficulty coping with life. Examine the sub-factors listed and address the most pressing issues first. It's possible that you feel frustration and irritability and you may avoid tasks that were previously easily handled. It's important to address the relevant issues leading to this index.

A very low rating on flexibility suggests difficulty adjusting to change in your environment and a relative unwillingness to alter your thinking. It's possible that a fear of change causes you to react rigidly and to prevent new ideas from emerging. This may challenge your ability to recover from adversity.

Low emotional stability suggests a sensitive person who sometimes reacts strongly to emotional situations. You may quite easily be irritated, angered or avoid situations that upset you. At times you may be elated and experience rapid mood change. You may also need to develop ways of coping with adversity.

Low self-efficacy suggests limited confidence in your ability to complete tasks requiring a positivity and sustained effort. You possibly avoid situations that involve learning new things, interacting with others, or roles with responsibility. Reduced confidence may well influence your ability to cope with adversity.



Whatever the reason or origin of emotional sensitivity, self-soothing can help. Marsha Linehan recognised the importance of self-soothing and included these skills when she developed Dialectical Behaviour Therapy. Self-soothing is part of finding a middle ground or a grey area, between being detached or numb and experiencing an emotional crisis or upheaval. Allowing yourself to experience the uncomfortable emotions (without feeding them and making them more intense) enables the emotions to pass. Soothing yourself helps you tolerate the experience without acting in ways that are unhelpful in the long run, or blocking the emotions, which makes the emotions grow larger or come out in ways you didn't intend.

? Reflections

- To what extent do you feel emotionally supported by the significant people in your life?
- How many people can you call on for support when this is required?
- Do you trust these people sufficiently to disclose stressful issues to them?
- To what extent do you experience depression or anxiety?
- Is this being treated in some way?
- To what degree is the treatment effective?



The Drives

The Drive to Transcend (Transformation)

This drive emerges once the lower, or fear-motivated, drives have sufficiently receded from awareness and some sense of satisfaction has been achieved. This allows the search for a higher purpose in life to begin. This is based on a need to make a difference that goes well beyond simple personal achievement, and is not directly intended to elevate the individual to a higher status.

The Drive to Achieve (Social instinct)

This drive strongly motivates individuals to seek an avenue of excellence, wherein they can contribute to the larger community in a way that is noticed, appreciated and gives them status. Internally, this helps to develop a sense of personal value and worth. This will be relatively absent if this drive is ignored or only partly met, resulting in an individual who leaves no legacy or mark on the world.

The Drive to Affiliates (Relationship instinct)

This drive shapes individual behaviour to conform with the norms and standards of a primary family or social group, to ensure acceptance and inclusion as a member. Failure to address this leads to exclusion, and the experience of an outcast and/or a life in exile.

The Drive to Survive (Self-preservation instinct)

This drive draws attention to the need for food, shelter, clean water, physical safety and security; as well as the need to establish some means of ensuring its sustained satisfaction. If unmet, individual physical extinction is the ultimate result.



The life sciences have long accepted that the development of a species is repeated by each individual member of that species in their maturation process. At the human species level, the basic need to survive and reproduce has lost its fundamental imperative value as mankind has become organised, firstly into family or clan groups, and subsequently into large global societies.

Ancient Hindu philosophers understood this and created a metaphor of a stream of energy climbing up the spine as an individual progressed through personal and social developmental stages. Each stage was seen as an energy vortex with a specific colour and characteristic that was empowered by the energy stream. Similarly, each stage represents a development in the individual's consciousness and is where their attention is focused.

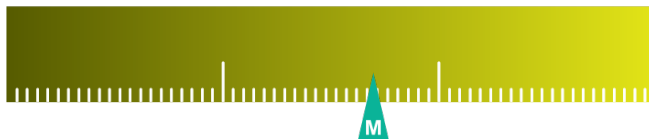
American psychologist Abraham Maslow popularised the progression of needs in work emerging from his 1953 paper on the instinctual nature of human motivation and the development of values around these. His conclusions match those of the early Hindus. More recently, Richard Barrett expanded Maslow's work to a progression of states of consciousness, attended by specific needs and the drive to fulfil them.

Enneagram literature is replete with references to three social instincts that are influential in people's lives. Often described as Self-Preservation, Sexual and Social instincts, we hold that all these different approaches speak of the same thing.

Drive to Transcend



Drive to Achieve



Drive to Affiliate



Drive to Survive



4: Transcendence

Here the focus is on transformation, we move past the three limiting fears, and the focus shifts to the collective.

3: Achieve

This level addresses the need for recognition. It includes such values as being the best, ambition, professional growth and reward. The potentially limiting aspects of this level come from low self-esteem and being out of control. Potentially limiting values include status, arrogance and image.

2: Affiliate

The concern about the quality of interpersonal relationships. It includes values such as open communication, family, friendship, conflict resolution and respect. The potentially limiting aspects result from fears around loss of control or regard. Limiting values include rivalry, intolerance and being liked.

1: Survive

This level focuses on matters to do with physical survival. It includes values such as financial stability, wealth, safety, self-discipline and health. The potentially limiting aspects of this level are generated from fears around survival. Limiting values include greed, control and caution.

? Reflections

To what degree are you aware of having pressing needs in your life that are unmet? Do they relate to one of these primary drives? Are you aware of how this drive could be influencing your general behaviour? What have you noticed? Lastly, to what extent have you fulfilled the needs implicit in the lower three drives in the model?

Your Highest Social Drive

Drive to Survive



OPENLY APPROACHABLE

Calm
Untroubled
Tolerant
Liberal
Co-operative
Permissive

CAUTIOUSLY DEFENSIVE

Vigilant
Concerned
Suspicious
Conservative
Competitive
Controlling

A HIGH score in this scale could suggest one or more of the following:

- You feel somewhat unsafe to some degree, and have a heightened need to be aware of possible dangers.
- You are financially-pressured to some extent and perhaps concerned about how to cope with this.
- You are concerned about health issues and feel the need to take special precautions.
- You are unable to trust the people around you.
- There are only a few people you could turn to, if things go wrong.

What this could mean to you:

Although you may try to cope as best you can, at this level, concerns for your safety, security, health and/or financial well-being are probably becoming difficult to manage. This may be complicated by the absence of adequate support and you may even feel helplessly anxious and trapped in a situation that is difficult to accept.

The focus that you are apparently placing on your security needs suggests that certain factors need to be explored:

FUNDAMENTAL DISTRUST

This suggests that despite growth in other areas, you retain a fundamental distrust of other people and tend to avoid reaching out for assistance even when this is urgently needed. This could result from an introverted personality or a learned sensitivity to threat.

HEALTH ISSUES

If you feel that your life is being threatened by some medical condition, this is likely to show up here. The only recourse is reliance on medical science or some other healing modality. This may be a fear that is not based in fact but on supposition, and this may require that you have your suspicions confirmed one way or the other.

PHYSICAL THREAT

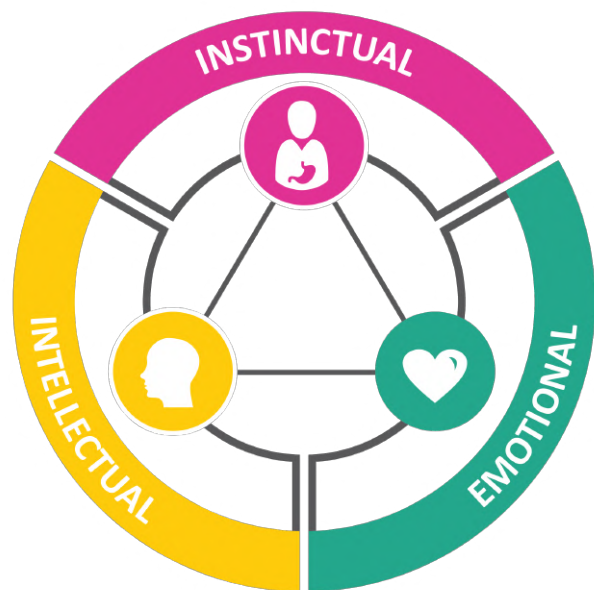
This suggests the presence of a real and present danger in your life about which you feel there is either little you can do or which has resulted in your becoming immobilised. This may indicate an urgent need for help from either relevant authorities or a professional counsellor.

Insights

Some people are motivated to direct their attention and energy towards ensuring that they are safe, secure and able to take care of themselves in general. Their attention might especially be drawn in this direction if they should have particular needs related to issues as personal health, financial security, or perceived threats to their general safety and wellbeing. This may cause them to take action in an attempt to address the issue and to change it into a more acceptable situation and to feel less fearful. In some cases this can cause some people to appear more controlling, or even over-controlling and more cautious in general. For some, this focus on survival or self-preservation is an ingrained habit and may manifest even when there is no specific issue to be concerned about.

Reflections

- Can you clearly identify things that cause you to feel anxious? How do you deal with this when it happens?
- To what extent do you feel that you are in control of the situations in which you find yourself? Give examples of times when you have felt out of control.
- To what extent are you able to trust other people? What is the reason for this?



Intellectual



Emotional



Instinctual



Head Centre - Intellectual

This centre, associated with thinking, represents the degree to which you are inclined to use logic and reasoning in approaching the world. A strong focus here implies a tendency to be somewhat uncertain in your approach to the world which may result in hesitation before action and an inclination to keep people at a safe distance until you come to trust them.

Heart Centre - Emotional

Associated with feeling and emotional sensitivity, this centre represents the degree to which you use a sensitive and emotionally aware approach to the world. A strong score in this centre may suggest that you create a mask which you present to the world in place of your genuine self which is designed to provide you with the personal significance, otherwise, may feel that you lack.

Gut Centre - Instinctual

This centre is associated with power, action and an intuitive approach to the world. A strong score here is taken to indicate a forceful and directive approach to life and a tendency to rely on your sensitive intuition in setting a way forward for both yourself and others. Some people who are strongly dominant in this centre, paradoxically, appear to lack forcefulness because it is not always expressed outwardly.



Instead of intelligence being only in the mind, we actually have three Centres of Intelligence: the Mental (Intellectual) Centre, the Heart (Emotional) Centre, and the Body (Physical) Centre. To be whole, integrated and conscious, to be alive, awake and centred, and to be less ego-fixated and more conscious requires our being able to access all three Centres and to use all three in productive integrated ways. It is more complex than stated above. For example, the Mental Centre is not just about the mind nor is the Body Centre merely about body sensations and taking action. There is greater complexity than this. However, the following idea seems to be reasonably accurate and very useful for most people, even if they haven't been exposed to much personality theory: my head says one thing, my heart another, and my gut is saying something else. This seems to be part of the human experience, especially when we are confused.

Your Energy Centre

Emotional



WEAK HEART CENTRE

Emotionally inexpressive
Lacks courage
Shows little empathy
Cold-hearted

STRONG HEART CENTRE

Emotionally expressive
Courageous and daring
Aware of others' needs
Sensitive

HIGH activity in the HEART or EMOTIONAL centre suggests that...

- You are probably aware of your feelings and express them openly in many situations.
- You probably recognise others' emotional states and appear to be quite sensitive and emotional yourself.
- It is possible that you present an image of yourself to cover deep feelings of shame or embarrassment.
- You are probably quite creative and willing to try new ways of solving old problems.

What this could mean to you:

- With a fairly high need for emotional connection, this may mean that you could at times become somewhat dependent on others for support and affirmation.
- You may find it difficult to understand people who are not in touch with their feelings and may sometimes find them a bit insensitive.
- You may be concerned about the way others perceive you and may try to present yourself in a positive way.
- You may go out of your way to be supportive and warm towards others and may use your upbeat charm to ensure that they like you.
- There may be aspects about yourself that you feel are not totally acceptable and you may try to play these down in the way you present yourself to others.

Insights

Empathy is closely related to compassion, but it can be argued that empathy both precedes compassion and is a pre-requisite for compassion. When we feel empathy for someone, we are receiving emotional information about them and their situation. By collecting information about other people's feelings, you get to know them better. As you get to know others on an emotional level, you are likely to see similarities between your feelings and theirs, and between your basic emotional needs and theirs. When you realise that someone else's basic emotional needs are similar to yours, you are more able to identify with them, relate to them and empathise with them.

Reflections

- To what extent are you comfortable openly expressing your emotions?
- To what degree do you promote change? Do you try to change things at work, for the sake of change?
- To what extent are you inclined to present an image instead of your authentic self?
- To what extent does emotional sensitivity cause difficulty in your life? Try to think of clear examples of this.



THE NINE WAYS AND YOU

Each of the nine behavioural attributes shown in this model represent a gift that an individual can bring to his or her workplace. Here, we have concentrated on the positive aspects of the points which emerge in mature individuals.

THE NINE WAYS

The Enneagram describes nine patterns of behaviour that are recognised in people from diverse cultures throughout the world, and appear to be fundamental characteristics of human beings. The term 'fixated' is sometimes used in this context and suggests characteristic behaviour that is used in most of the situations you encounter in your life. These behaviour patterns represent 'ego defences' or protective strategies that you have adopted to deal with specific situations to which you are especially sensitive.

While these protective strategies are appropriate in certain situations, repeated exposure to this type of situation has resulted in generalisation of the response which is now triggered even when the situation in which you find yourself is not threatening. These generalised responses are important components of behaviour that give rise to the characteristic pattern called 'personality' or 'temperament'.

Some believe that the particular combination of these patterns adopted by an individual, become characteristic of that individual for the rest of their lives. While others adopt a more flexible view of this, all agree that the intensity and 'depth' of this generalised defensive behaviour is capable of changing in response to becoming aware of their nature, and addressing the underlying challenges that gave rise to our sensitivity.



There are untold ways in which human beings can incur mental and emotional harm. Losing a loved one, getting divorced, becoming ill, watching someone you love suffer from a painful illness, losing a pet, getting fired or being laid off from a job, being without financial resources; these are a few of the events that would be familiar to many people. Even if you are someone with a very fortunate life, it is unlikely that you would escape all mental and emotional hurt. Some educational practices have no doubt been harmful to children. This include the use of public humiliation to control and 'motivate' them.

So many people in the process of healing end up feeling 'stuck'. They seem to have redesigned their lives around their 'wounds' and the process of accepting them, rather than leaving them behind.

Style 1: Quality

Associated with a keen eye for detail and a tendency to notice what is wrong and how it can be improved, people who have these characteristics may be rather critical of others but try to avoid being criticised. They are compliant and reliable, doing what they believe is right in any situation, carefully following instructions and upholding standards all of which rests on their strong sense of responsibility and accountability.

1

Style 4: Creativity

This point suggests strong original creativity and a tendency to present an image of uniqueness and difference, setting them apart from others and giving them a feeling of personal significance. With a deep emotional sensitivity, they are able to sense others' feelings and respond to these with depth and understanding. Sometimes feeling like misunderstood outsiders, they seek to be accepted and recognised for the innovative way in which they approach the world.

4

Style 7: Vision

This point suggests individuals who are lively and enthusiastic in their approach to life and who tend to live in the future, often becoming engrossed in plans and schemes that keep them stimulated and excited. With an uncanny ability to motivate others, they are often able to lift the mood of groups with whom they work and keep them engaged even when taking on long and possibly tedious operations. Quite easily bored, they tend to be great starters of new projects but may try to avoid maintenance tasks.

7

Style 2: Service

Individuals strong on this point are caring and supportive towards others in order to get the recognition and appreciation they require. While they may tend to put their own needs aside which can result in some degree of personal frustration, they take pride in being able to meet others' needs in practical ways. They present a helpful image to those they encounter which gives them a feeling of significance and this may, otherwise, be somewhat absent.

2

Style 5: Insight

Tending to keep apart from others and isolated to some degree, this suggests a person who feels more comfortable working alone or with a small group of people who have similar interests and approach. They are often attracted to technical or academic fields of endeavour which allow them to accumulate information. This assists them in their quest to understand the world. They may be quite easily overwhelmed in others' company and need to withdraw into seclusion when it becomes more than they can endure.

5

Style 8: Drive

This point suggests individuals who are naturally dominant and readily take charge of situations, getting things done with energy and drive. Often outspoken with definite points of view, they tend to like getting their own way and overcome any obstacles they encounter by means of their forceful personal strength. Inside the strong exterior there is a gentle and warm person who cares for others and will specifically take on assisting people who try to overcome the rough deal they get out of life through no fault of their own.

8

Style 3: Delivery

Those who are strong on this point are driven by success and achievement and may work very hard to be recognised as capable and worthy. Tending to structure their time carefully so that they achieve the most out of every moment of their lives, they are sometimes inclined to be somewhat "workaholic" and leave little time for relaxation and a social life. They may avoid emotional situations and tend to suppress their own feelings which can result in difficulties with personal relationships.

3

Style 6: Vigilance

This point is associated with a careful and sometimes over-cautious approach to life that may suggest difficulties both with personal decisions and taking quick, decisive action. These individuals are team-players and prefer to work in clearly identified groups with a well-defined purpose that gives them a feeling of security and confidence. They are concerned about safety and quickly notice ways in which things can go wrong. This enables them to take preventative action well in advance of the problem actually arising.

6

Style 9: Harmony

With a strong need for peace and harmony, people in this point are inclined to avoid confrontation and try to reconcile people who have differing opinions by providing them with ways of seeing things in a different way. Because they avoid expressing their own opinions, they may appear to be excessively neutral to the point of being unnoticed. Yet, kind and gentle in their approach, they are willing to consider any point of view and tend to accept other people without judgement or criticism.

9

3 DELIVERY *Efficient Achiever*

NEEDS TO APPEAR SUCCESSFUL | MORE CAN BE DONE | GREAT DELIVERY WITHOUT CONFLICT

“What will work in this situation? What must I become in order to be seen as outstandingly successful? How can I be more like those successful people that I admire? What cars do successful people drive? Your feelings are hurt? It wasn't my intention, but the job needed to get done.”

ATTRACTED TO

- Clearly defined goals.
- Achievement and success.
- Credibility, recognition and reward.
- Task-orientation.
- Purposeful relationships.
- Being master of their own ship.
- Fast pace, self-motivated approach.

AVOIDS

- Feeling worthless and without inherent value.
- Failing to achieve defined goals.
- Losing credibility.
- Being second best.
- Over-emotionality.
- Anyone or anything that becomes an obstacle in achieving goals.
- Inactivity or a slow of pace.
- Lack of direct ownership of their own goals.

TRANSFORMING IDEAS

- I can accept myself just as I am.
- I can allow people close to me and express the way I really feel.
- I am able to rest and be still.
- I can stop competing and just do my part.
- A strong belief in lack is keeping natural abundance away from me.

AUTHENTICITY

- Bring a driving desire to perform and achieve, and become an inspiring example of excellence.
- Shift focus from image to authenticity and so become even more successful in the things that truly matter.
- Enable others to succeed and shine.

Primary Enneagram Style

Delivery



UNCONCERNED

Confident
Low drive
No need to impress
Tolerates failure

CONCERNED

Competitive
Driven to achieve
Need to impress
Very afraid of failure

At a VERY HIGH level this suggests that...

- You may place a lot of importance on social status and will tend to try to work in an occupation or profession that has a recognised value to others and a high social status.
- You are inclined to be rather image-conscious and you fairly often compare yourself with others in terms of your status and success.
- You may be fairly arrogant and consider others to be somehow less than you, frequently making people aware of your status in some way.
- You may be rather dishonest in presenting yourself to others and may try to impress them with superior qualifications or ability which are not always entirely accurate.

What this could mean to you

With a strong need to survive...

- You are probably concerned about acquiring the trappings of material wealth and you may feel that they serve to increase your status and your standing in your community.
- You may be very concerned about your material well-being and may try to provide the very best for your family, feeling that this will reflect on the degree to which others recognise your status and success.
- You probably have difficulty balancing your work life with your private life; and feel the need to work very long hours in order to achieve your goals to ensure that you achieve success.
- You could be very strongly motivated and even stimulated by the work that you do, and could identify strongly with your occupation/profession, believing that it is the most effective way of gaining a superior social status.
- You may be quite seriously out of touch with your emotions and even consider them a waste of time; trying to project an up-beat and optimistic facade, believing that this creates an appearance of success.

Insights

An arrogant person only feels smart if someone else feels stupid. Their sense of themselves depends on thinking less of someone else. They insist on correcting other people's grammar or showing them their flaws, as it's the only way they can feel an approximation of confidence. Arrogance is about intent: it's when ability (or perceived ability) is used to look down on others. A confident person, on the other hand, feels competent from the inside out. They might sometimes seek external validation, but they don't depend on it to define their sense of their ability or their nature.

? Reflections

- To what degree do you need affirmation or recognition from others?
- Do you feel other people recognise your ability? In what ways do you promote yourself?
- How satisfying are your personal relationships? What seems to be missing?

9 HARMONY *Grounded Peacemaker*

LACKS SELF IMPORTANCE | STRIVES FOR AGREEMENT | DIPLOMATIC

"Can you both see how similar your points of view actually are? How can you disagree? I don't know if my views are really important here. I agree with you. I also agree with you. It doesn't matter if it doesn't make sense. I would rather not choose sides, What do you think we should do? I will adapt my plans if necessary."

ATTRACTED TO

- Peaceful, harmonious environments.
- Stability, comfort.
- Feeling at one with others.
- Helping others resolve conflict.
- Not having to give own opinion.
- Steady, reasonable pace.
- Not having to make heavy-weight decisions.

AVOIDS

- Loss of connection and fragmentation.
- Conflict, turmoil and disharmony.
- Direct confrontation.
- Feeling uncomfortable.
- Overload of too many demands.
- Being separated, abandoned.
- Expressing own viewpoints.

TRANSFORMING IDEAS

- I have a definite point of view and will express it.
- I am able to tolerate robust or heated discussions without withdrawing.
- I will ensure that I am treated fairly.
- I am just as important as everyone else.
- I will give people honest feedback.

APPROPRIATE ACTION

- Bring people together and heal conflicts.
- Learn to engage, work through, and value conflict as a source of learning and growth.
- Learn to get into appropriate action for self and others, and engage difficult conversations.

Secondary Enneagram Style

Harmony



CONCERNED

Suspicious
Vigilant
Reactive
Curious
Concerned

COMPLACENT

Naïve
Active
Accommodating
Carefully Neutral
Detached

At a HIGH level this suggests that...

- You could appear to be somewhat disengaged from life and sometimes walk away from problems.
- You may live in a comfortable fantasy and quite often 'tune out' the world.
- You may often find it difficult to get into action on issues that need attention, especially those relating to your own situation.
- You may fear conflict and become rather self-effacing, sometimes doing things that you do not really want to do.

What this could mean to you

With a strong need to survive...

- You are probably rather easy-going with other people but frequently need time alone, away from others, so that you can be untroubled by their influence. This allows you to do the things you want to do without having to accommodate others or adjust to their needs in some way.
- You are quite likely to be a creature of habit. You possibly gain a sense of well-being through familiar routines, comfort foods and a relatively uncomplicated and supportive environment that presents few sudden changes or surprises. This allows you to live a fairly minimalistic lifestyle, with very simple needs that are easily met.
- You could have your own way of doing things and work at your own relatively slow pace. You probably have a fairly clear personal philosophy about life which you will cling to rather stubbornly, rigidly resisting any attempts to change any of these aspects in any significant way.
- You may be a somewhat quiet person and have relatively little to say to others, possibly preferring to communicate your feelings non-verbally through body-posture and facial expressions. You may sometimes try to appear far less in-touch with the world than you actually are, so that other people will leave you alone.
- While you may be quite grounded and have a fair amount of common sense, you may overly-indulge in food or conversely try to quite strictly control your diet. You possibly avoid too much physical exercise or exertion, finding the idea of changing your routine or lifestyle very challenging.

Insights

Indolence is the avoidance of action, and is the opposite of motivation which will result in action. Often looking like a detached laziness, it suggests a disinclination to complete a task or activity, or to pay attention to pressing events in the world around one. This may suggest that little attention is paid to the world surrounding them and pressing issues are left unattended. You will notice that people with clear goals are always motivated and will progress fairly regularly, while those without goals mostly do the opposite. The other reason for laziness might be a desire to remain in one's comfort zone. People already in their comfort zone, will tend to procrastinate and resist change because their mental security state is being threatened.

Reflections

- To what extent do you disengage from the world around you?
- How easily are you able to tell others what you want them to do? How does it feel to do this?
- To what degree do you have rigid opinions about things that you are not prepared to change or discuss?

Least Represented Enneagram Style

Quality



LOW STRUCTURE

Flexible standards
Follows others' ideas
Unstructured approach
Tolerates mistakes

HIGH STRUCTURE

Clear standards
Establishes reforms
Structured approach
Corrects mistakes

At a LOW level this suggests that...

- You may be aware of what society expects of you in terms of public behaviour and choose to ignore these restrictions to some degree.
- You may be compliant at times but prefer to follow your own rules and methods in completing tasks and meeting commitments.
- You may have personal values that differ quite significantly from those of the majority of other people, making you something of an outsider.
- You may prefer to work in a somewhat unstructured way and others could sometimes perceive you as a little disorganised.

What this could mean to you

With a strong need to survive...

- It is possible that you may be feeling a little unsafe or financially insecure or perhaps have concerns about aspects of your health. Whatever is drawing your attention in this context is likely to be causing you some mild anxiety at the very least. It may be that you could benefit from some assistance to deal with whatever issue is at hand and you may have already started to seek this.
- It is possible that you have started to address your immediate concerns or at least have decided what you could do to alleviate them.
- When concerns or worries emerge you may find that you sometimes avoid them by distracting yourself. This might be through socialising or keeping yourself busy a little more than usual.
- Alternatively, you might decide to withdraw into your own space and immerse yourself in some solitary activity which also serves as a distraction.
- You may, to some extent, be inclined to avoid restrictions or limitations in your life and this might result in you inadvertently crossing boundaries that upset or anger other people or that may even put you at risk in some way.

Insights

When rules are understood as a reasonable means toward achieving a goal, they can help increase autonomy rather than decrease it. We understand the value of driving on the right (or left, depending on your country) and stopping at red lights, because these simple rules promote order and help keep us safe. We understand that waiting our turn in line provides fair and orderly access. We choose to obey these helpful rules. Committees and well-run organizations choose to adopt rules that help each person better contribute to the shared goals; meet the reasonable expectations of others; and perform better as a group. If the purpose for the rule is understood and judged to be reasonable and valuable, then the rule is adopted voluntarily. The rule becomes integrated. In this case, the rule increases order and improves results, without reducing autonomy or responsibility.

? Reflections

- To what extent do you question established social norms and standards?
- To what degree do you comply with rules or set procedures? Is it comfortable to do so?
- How strongly do you feel the need to implement innovations or creative ideas at work? How is this received?