

Leadership & The Enneagram



Self
Smarter

Introduction to Leadership & The Enneagram



Hello, friend!

If there's one thing we know for sure as leaders, knowledge is power – in every aspect of life and business. We firmly believe that leadership does not come naturally to anyone. In fact, we believe effective leaders make a conscious decision to commit to **knowing** themselves while understanding others.

After years of trial and error, we've learned a thing or two about leadership highs and lows. We've experienced the immense joys of leading a team and a thriving business and felt the heartache that can also come with both. For us, the Enneagram has played a vital role in our development as leaders and in improving our team's dynamics.

Knowledge is power.
Information is power. The
secreting or hoarding of
knowledge or information
may be an act of tyranny
camouflaged as humility.

Robin Morgan

Leadership & The Enneagram is a supplement to **Exploring the Enneagram**. While the latter is all about the nine Enneagram types, this resource provides you with some important supporting details about how the Enneagram can be a benefit to you in your leadership journey, why you should use it, how Enneagram types impact leadership behaviors, and additional resources to further your understanding of the Enneagram.

But first things first – we recommend you start by taking the [Rheti® Enneagram test](#) which will help you identify your dominant type. We highly suggest you spend some time learning about each of the numbers and confirming for yourself that the test result feels accurate. You know yourself the best, and if you take an honest look inward you may decide to type yourself differently than the test did. That's okay! *Just don't change your type because you think another type's description sounds more appealing!* The whole point is to learn about yourself in order to leverage your strengths and begin to improve on your weaknesses. **Growth is our only goal!**

Equipped with the knowledge of your own Enneagram type, you will become a more informed and intentional leader ready to help your team member begin their own personal growth journey. You've got this!



Questions? info@beselfsmarter.com
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Contents

The Enneagram as a Tool for Leaders	4
Leadership Tendencies By Enneagram Number	6
Leadership Tendencies: Enneagram 1	8
Leadership Tendencies: Enneagram 2	10
Leadership Tendencies: Enneagram 3	122
Leadership Tendencies: Enneagram 4	144
Leadership Tendencies: Enneagram 5	166
Leadership Tendencies: Enneagram 6	188
Leadership Tendencies: Enneagram 7	200
Leadership Tendencies: Enneagram 8	222
Leadership Tendencies: Enneagram 9	244
Enneagram Resources for Leaders	266
Unlock Your Leadership Potential with One-on-One Leadership Coaching	288
Unlock Your Team's Potential with a Customized Group Coaching Experience	29



The Enneagram as a Tool for Leaders



The Enneagram is a powerful and insightful personality framework that leaders should consider integrating into the workplace for a multitude of compelling reasons. It offers a unique perspective on understanding individual and team dynamics, fostering personal growth, and enhancing overall organizational effectiveness.

Here are some convincing arguments for why leaders should use the Enneagram in the workplace:

1. **Improved Communication:** The Enneagram provides a common language and framework for discussing personality differences. When employees understand their own and their colleagues' Enneagram types, they can communicate more effectively and empathetically. This fosters better relationships, reduces conflicts, and enhances teamwork.
2. **Self-Awareness:** Self-awareness is a critical trait for effective leadership. The Enneagram helps individuals gain deep insights into their motivations, fears, and behavioral patterns. Leaders who understand their own Enneagram types can better manage their strengths and weaknesses, leading to more authentic and confident leadership.
3. **Team Building:** Knowing the Enneagram types of team members allows leaders to assemble teams with complementary skills and personalities. This can lead to more balanced and productive teams, where each member contributes their unique strengths while compensating for their weaknesses.
4. **Conflict Resolution:** Workplace conflicts are inevitable, but the Enneagram can provide tools for resolving them constructively. Leaders who are familiar with their team members' Enneagram types can identify the underlying causes of conflicts and tailor their approach to resolution, leading to more harmonious working relationships.
5. **Stress Management:** Different Enneagram types have distinct stress triggers and coping mechanisms. Leaders who recognize these patterns can proactively support their employees during stressful periods, helping them stay motivated and productive.



6. **Personal Growth and Development:** The Enneagram is not just a tool for understanding others; it's also a powerful tool for personal growth. When leaders and employees use the Enneagram to explore their own personalities, they can work on their weaknesses, develop new skills, and become more adaptable in a rapidly changing workplace.
7. **Leadership Development:** The Enneagram can be integrated into leadership development programs to help leaders become more effective. By identifying their leadership style and potential blind spots, leaders can grow in their roles and inspire greater trust and respect among their teams.
8. **Enhanced Decision-Making:** Leaders often face complex decisions that require a deep understanding of human behavior and motivations. The Enneagram can provide valuable insights into the psychological factors influencing decision-making, allowing leaders to make more informed and compassionate choices.
9. **Organizational Culture:** By promoting Enneagram awareness throughout the organization, leaders can create a more inclusive and empathetic organizational culture. This can lead to higher employee morale, increased job satisfaction, and a stronger sense of belonging.
10. **Talent Management:** The Enneagram can assist leaders in talent management and succession planning. Understanding the Enneagram types of high-potential employees can help identify future leaders and guide their development.

If you are interested in learning how this versatile and valuable tool can enhance your workplace dynamics, foster personal growth, and improve organizational performance for your team, connect with one of our coaches at info@beselfsmarter.com for a free consultation.



Leadership Tendencies

By Enneagram Number



Overview

Leadership is a multifaceted concept, influenced by a complex interplay of personality traits, experiences, and circumstances. The Enneagram, a personality framework that identifies individuals into nine distinct types, offers a unique lens through which we can understand how our core motivations and fears impact our leadership behavior.

Each Enneagram type comes with a distinct set of qualities, strengths, and challenges that manifest in leadership roles. This resource aims to explore how your Enneagram type can profoundly influence your leadership behavior, shedding light on the intricate and diverse ways in which individuals lead and inspire others.

Each Enneagram type brings unique strengths to leadership roles:

- 1s “Perfectionists” exhibit meticulous planning and organization.
- 2s “Helpers” excel in building and nurturing relationships.
- 3s “Achievers” drive results and set high standards.
- 4s “Individualists” bring creativity and empathy to the table.
- 5s “Investigators” offer analytical problem-solving.
- 6s “Loyalists” provide reliability and support.
- 7s “Enthusiasts” inspire enthusiasm and innovation.
- 8s “Challengers” offer assertive and protective leadership.
- 9s “Peacemakers” promote collaboration and harmony.

However, Enneagram types also have their unique challenges:

- 1s “Perfectionists” may struggle with delegation and adaptability.
- 2s “Helpers” might face difficulty setting boundaries and asserting themselves.
- 3s “Achievers” can become overly focused on success, neglecting interpersonal relationships.
- 4s “Individualists” may grapple with decisiveness and emotional volatility.
- 5s “Investigators” may have trouble connecting on an emotional level.
- 6s “Loyalists” might become overly cautious and resist change.
- 7s “Enthusiasts” can struggle with commitment and focus.
- 8s “Challengers” may have difficulty with subtlety and collaboration.
- 9s “Peacemakers” might avoid conflict to the detriment of decision-making.



Understanding your Enneagram type can be a powerful tool for self-awareness and personal growth in leadership. It allows individuals to recognize their strengths and weaknesses, fostering a more authentic and adaptable leadership style.

For example, a Type 3 leader might learn to balance their drive for success with authentic vulnerability, while a Type 6 leader could work on embracing calculated risks and building confidence. Additionally, leaders can leverage the strengths of their team members' Enneagram types for more effective collaboration and decision-making.

The Enneagram's impact on leadership behavior is profound. It provides valuable insights into our motivations, fears, and tendencies as leaders. By understanding our Enneagram number, we can harness our strengths, address our weaknesses, and cultivate more effective and authentic leadership styles. Moreover, this awareness fosters better teamwork and collaboration, ultimately leading to more successful and fulfilling leadership experiences.

As leaders, embracing the wisdom of the Enneagram can lead to greater personal and organizational growth.



Leadership Tendencies: Enneagram 1

Enneagram Type 1, often referred to as "The Perfectionist" or "The Reformer," has distinct leadership tendencies and preferences for how they like to be led. Understanding these traits can help create effective working relationships and environments.

How an Enneagram Type 1 tends to lead:

1. **High Standards:** Enneagram Type 1s have a strong desire for perfection and excellence. As leaders, they tend to set high standards for themselves and their team, striving for precision and correctness in their work.
2. **Detail-Oriented:** They are meticulous and detail-oriented, often noticing errors or areas for improvement that others may overlook. This attention to detail can make them effective at quality control and process improvement.
3. **Structured and Organized:** Enneagram 1s prefer structure and order in their work. They often develop clear plans and systems to ensure tasks are completed efficiently and correctly.
4. **Strong Sense of Ethics:** They are guided by a strong moral and ethical compass. They believe in doing what is right and just, which can translate into principled leadership that values integrity and fairness.
5. **Critical Thinkers:** Enneagram Type 1s are critical thinkers who can assess situations objectively and provide constructive feedback. They are not afraid to point out areas that need improvement.
6. **Goal-Oriented:** They set specific goals and work diligently to achieve them. Their determination and commitment can be inspiring to their team members.

How an Enneagram 1 likes to be led:

1. **Clear Expectations:** Enneagram Type 1s appreciate leaders who communicate clear expectations and standards. They want to know what is expected of them and what success looks like.



2. **Respect for Their Expertise:** They value leaders who acknowledge their competence and trust their judgment. Being micromanaged or constantly questioned can be frustrating for them.
3. **Feedback and Recognition:** Enneagram 1s are open to feedback, as long as it's delivered constructively and respectfully. They appreciate leaders who provide regular feedback and recognize their efforts when they meet high standards.
4. **Ethical Leadership:** They are drawn to leaders who demonstrate strong ethical principles and integrity in their decision-making. Leaders who prioritize fairness and justice resonate with them.
5. **Collaborative Approach:** While Enneagram 1s can be independent workers, they also appreciate leaders who foster a collaborative environment where different perspectives are valued. They want to be part of a team that collectively works towards a shared goal.
6. **Flexibility and Adaptability:** Even though Enneagram 1s appreciate structure, they also value leaders who can adapt to changing circumstances and be open to new ideas. A leader who is overly rigid may not resonate with them.
7. **Acknowledgment of Effort:** They like leaders who acknowledge their dedication and hard work. A simple thank you or recognition of their commitment can go a long way in motivating them.

To recap, Enneagram Type 1s tend to be conscientious, principled, and detail-oriented leaders who set high standards for themselves and their teams. They appreciate clear communication, ethical leadership, and feedback, while also valuing recognition for their efforts. To lead an Enneagram Type 1 effectively, it's important to strike a balance between providing structure and allowing for flexibility and collaboration.



Leadership Tendencies: Enneagram 2

Enneagram Type 2, often referred to as "The Helper" or "The Giver," has distinct characteristics when it comes to leadership and being led. Here are some general tendencies for Enneagram Type 2 in leadership and followership:

How an Enneagram Type 2 tends to lead:

1. **Nurturing and Supportive:** Type 2s are typically nurturing and supportive leaders. They genuinely care about the well-being of their team members and often go out of their way to help and support them. They excel at creating a warm and welcoming work environment.
2. **People-Oriented:** They prioritize relationships and the needs of people on their team. Type 2 leaders are skilled at connecting with others on an emotional level and are often seen as approachable and empathetic.
3. **Motivated by Appreciation:** Type 2s are driven by a desire to be appreciated and loved. As leaders, they may seek acknowledgment and validation from their team members, and they are likely to provide praise and recognition to their employees to foster a positive atmosphere.
4. **Conflict Avoidance:** They tend to avoid confrontation and conflict, preferring to maintain harmony within the team. This can sometimes lead to difficulty in addressing tough issues or making difficult decisions.
5. **Generosity:** Type 2 leaders are often generous with their time and resources. They may offer help and support readily, even to the point of overextending themselves.

How an Enneagram 3 likes to be led:

1. **Appreciation and Acknowledgment:** Type 2s appreciate leaders who acknowledge their contributions and show gratitude. Feeling valued is important to them, and they respond positively to leaders who express appreciation for their efforts.



2. **Supportive Leadership:** They tend to prefer leaders who are empathetic, approachable, and understanding. They feel comfortable when their leaders are nurturing and caring, creating a supportive work environment.
3. **Clear Communication:** Type 2s appreciate clear and open communication from their leaders. They like to know what is expected of them and what they can expect in return. Ambiguity and uncertainty can create anxiety for them.
4. **Inclusion and Involvement:** These individuals value being included in decision-making processes and feeling like their opinions and contributions matter. They thrive in environments where their input is considered.
5. **Conflict Resolution:** Type 2s may struggle with confrontation, so they appreciate leaders who can handle conflict in a respectful and constructive manner. Leaders who promote teamwork and harmony are preferred.

It's important to note that these are general tendencies, and individuals may vary in their specific preferences and behaviors based on their unique backgrounds, experiences, and personal growth. Additionally, Enneagram Type 2s, like all types, can develop and evolve over time, adapting their leadership and followership styles as they become more self-aware and work on personal growth.



Leadership Tendencies: Enneagram 3

Enneagram Type 3, often referred to as "The Achiever" or "The Performer," has distinct leadership tendencies and preferences when it comes to being led. Here's an overview of how Enneagram Type 3 tends to lead and what they appreciate in their leaders:

How an Enneagram Type 3 tends to lead:

1. **Goal-Oriented:** Enneagram 3s are highly driven and goal-oriented individuals. They often lead by setting clear objectives and rallying their team toward achieving these goals. They thrive on success and achievement, both for themselves and their teams.
2. **Adaptable:** Threes are adaptable and can switch between various leadership styles depending on the situation. They are known for their chameleon-like ability to adjust their approach to suit the needs of the task or team.
3. **Performance-Driven:** As "The Performer," Type 3s emphasize performance and results. They set high standards for themselves and their teams, pushing everyone to excel and meet or exceed expectations.
4. **Charismatic:** Many Enneagram 3s are charismatic and have excellent communication skills. They can inspire and motivate their teams with their enthusiasm and confidence.
5. **Team-Oriented:** While they may have a strong focus on personal achievement, Threes understand the importance of teamwork. They often create an environment where team members can shine and contribute to the collective success.

How an Enneagram Type 3 likes to be led:

1. **Recognition:** Enneagram 3s value recognition and praise. They appreciate leaders who acknowledge their hard work, accomplishments, and contributions. Regular feedback and affirmation of their efforts are essential.
2. **Clear Expectations:** Threes prefer leaders who set clear and achievable expectations. They thrive when they know what's expected of them and have a roadmap for success.
3. **Trust and Autonomy:** Type 3s like leaders who trust their abilities and give them some autonomy to pursue their goals. Micromanagement can be demotivating for them.



4. **Challenges and Opportunities for Growth:** They appreciate leaders who challenge them to stretch their abilities and provide opportunities for personal and professional growth. They often thrive in environments that offer upward mobility.
5. **Support and Coaching:** Enneagram 3s value leaders who offer support and constructive coaching. They are open to feedback that helps them improve and become even more successful.
6. **Transparency:** Threes prefer leaders who are transparent and honest in their communication. They want to know the truth about their performance and the organization's goals.

It's important to note that while these tendencies are common for Enneagram Type 3, individuals can vary significantly based on their personal development and life experiences. Some Threes may exhibit these traits more prominently, while others may have developed a more balanced approach to leadership and following. Understanding these preferences can be valuable in fostering effective leadership and teamwork in various contexts.



Leadership Tendencies: Enneagram 4

Enneagram Type 4, often referred to as "The Individualist" or "The Romantic," has distinct leadership tendencies and preferences for how they like to be led. Type 4s are characterized by their desire to be unique, authentic, and deeply connected to their emotions. Here's how they tend to lead and what they appreciate in their leaders:

How an Enneagram Type 4 tends to lead:

1. **Creative and Unique Approach:** Type 4 leaders are often highly creative and have a unique perspective. They thrive when they can bring their individuality and originality to their leadership style. They may be unconventional in their decision-making and problem-solving.
2. **Emotionally Expressive:** Fours are in touch with their emotions and tend to lead with a degree of emotional depth and authenticity. They are comfortable discussing feelings and often use emotional language in their communication.
3. **Empathetic and Compassionate:** They are often empathetic leaders who can understand and connect with the emotional experiences of their team members. They genuinely care about the well-being of their team and seek to create a supportive and nurturing environment.
4. **Detail-Oriented and Introspective:** Type 4 leaders may pay close attention to details, especially when it comes to aesthetics and personal meaning. They may also be introspective leaders, frequently reflecting on their own feelings and motivations.
5. **Struggles with Self-Doubt:** While they can be passionate and creative leaders, Type 4s can also struggle with self-doubt and insecurity. They may seek external validation for their unique ideas and may become preoccupied with their personal shortcomings.



How an Enneagram Type 4 likes to be led:

1. **Recognition of Their Uniqueness:** Enneagram 4s appreciate leaders who recognize and value their individuality and unique contributions. They want to feel special and distinct within the team.
2. **Emotional Connection:** They respond well to leaders who can establish an emotional connection with them. Leaders who listen actively, acknowledge their feelings, and provide emotional support are seen as effective.
3. **Space for Self-Expression:** Type 4s like leaders who encourage them to express themselves creatively and authentically. They appreciate leaders who allow them to bring their personal style and ideas into their work.
4. **Encouragement and Validation:** Fours thrive when their leaders provide positive feedback and validation for their efforts. Acknowledging their accomplishments and the effort they put into their work can boost their motivation.
5. **Balanced Feedback:** While they appreciate validation, they also benefit from constructive feedback that helps them grow and develop. Leaders should strive for a balance between affirmation and constructive criticism.
6. **Flexibility and Autonomy:** Type 4s may prefer some degree of autonomy in their work. Leaders who trust them to manage their tasks independently are likely to foster a positive working relationship.

In summary, Enneagram Type 4s lead with creativity, emotion, and authenticity. They appreciate leaders who acknowledge their uniqueness, provide emotional support, and allow them to express themselves freely. However, it's crucial to balance this with constructive feedback and provide a sense of autonomy when appropriate to help them thrive in a leadership or team setting.



Leadership Tendencies: Enneagram 5

Enneagram Type 5, often referred to as "The Investigator" or "The Observer," has distinct leadership and followership tendencies that are influenced by their core personality traits and motivations. Here's an explanation of how an Enneagram Type 5 tends to lead and how they prefer to be led:

How an Enneagram Type 5 tends to lead:

1. **Strategic Thinkers:** Type 5 individuals are highly analytical and value knowledge and expertise. When they lead, they tend to rely on their intellectual capabilities and expertise. They are great at coming up with strategic plans and solving complex problems.
2. **Independence:** Fives value their independence and autonomy. They prefer leadership roles that allow them to work independently and make decisions without excessive oversight. They may not be comfortable with micromanagement.
3. **Thoroughness:** Fives are meticulous and detail-oriented. They lead by thoroughly researching and planning, ensuring that they have a deep understanding of the subject matter before making decisions. They are unlikely to rush into anything without careful consideration.
4. **Open to Input:** While they may appear self-sufficient, Type 5 leaders appreciate input from others, especially if it provides valuable information or perspectives they might have missed. They are open to collaboration but may take their time to process and integrate others' ideas.
5. **Reserved Leadership Style:** Fives tend to be reserved and introverted. They are not typically charismatic or expressive leaders but are respected for their competence and intellectual abilities. They may lead by example more than through charisma or enthusiasm.

How an Enneagram Type 5 likes to be led:

1. **Respect for Competence:** Type 5 individuals appreciate leaders who are knowledgeable and competent in their field. They want to be led by people who have expertise and can provide logical and well-thought-out guidance.



2. **Autonomy:** Fives prefer leaders who give them some degree of autonomy and trust their judgment. They can feel uncomfortable and resistant when they are micromanaged or closely supervised.
3. **Clear Communication:** Type 5s value clear and concise communication. They prefer leaders who provide well-structured information and explanations, allowing them to understand the reasoning behind decisions.
4. **Respect for Boundaries:** Fives have a strong need for personal space and boundaries. They appreciate leaders who respect these boundaries and don't intrude into their private or intellectual space.
5. **Problem-Solving Opportunities:** Fives enjoy leaders who involve them in problem-solving and decision-making processes. They like to feel that their input is valued and that they have a role in finding solutions.
6. **Low Drama, High Logic:** Type 5s are uncomfortable with emotional drama and prefer leaders who maintain a calm and rational demeanor, especially in times of crisis or conflict.

To summarize, Enneagram Type 5 leaders are characterized by their intellectual prowess, independence, and attention to detail. They prefer to lead with autonomy and thoroughness, valuing competence and clear communication in those they follow. When leading a Type 5, it's essential to respect their need for space, autonomy, and logical reasoning, while also tapping into their problem-solving abilities.



Leadership Tendencies: Enneagram 6

Enneagram Type 6, often referred to as "The Loyalist" or "The Questioner," has certain leadership and follower preferences based on their core personality traits, fears, and motivations. Keep in mind that individuals are unique, and not all Type 6s will exhibit the same leadership or follower styles. However, there are some general tendencies for how Enneagram Type 6 tends to lead and how they like to be led:

How an Enneagram Type 6 tends to lead:

1. **Safety-Oriented:** Type 6 individuals are motivated by a deep-seated fear of insecurity and danger. As leaders, they tend to prioritize safety and stability for their team or organization. They often work diligently to identify and mitigate potential risks or problems, making them excellent at crisis management.
2. **Methodical and Prepared:** Type 6 leaders like to plan and be prepared for various scenarios. They are detail-oriented and value thoroughness in their decision-making processes. They are cautious and thoughtful leaders who may take their time before making important choices.
3. **Team Collaboration:** Enneagram 6s tend to value teamwork and collaboration. They seek input and opinions from team members and prefer to make decisions collectively rather than unilaterally. This collaborative approach helps them gather diverse perspectives and build a sense of security within their team.
4. **Trust and Loyalty:** Type 6s highly value trust and loyalty in their teams. They are often deeply loyal to their colleagues and expect the same in return. They may build strong bonds with their team members and foster a sense of unity and support.
5. **Cautious Decision-Making:** Due to their fear of making mistakes or encountering unexpected challenges, Type 6 leaders can be cautious decision-makers. They may want to gather as much information as possible before committing to a course of action.

How an Enneagram Type 6 likes to be led:



1. **Clear Guidance:** Enneagram 6s appreciate leaders who provide clear and transparent guidance. They want to know what is expected of them and what the goals and plans are. Ambiguity and unpredictability can make them anxious.
2. **Reassurance and Support:** Type 6s value leaders who offer reassurance and emotional support. They like to feel that their leaders have their back and will be there to help them navigate challenges.
3. **Open Communication:** They prefer leaders who encourage open communication and provide opportunities for them to voice their concerns or ask questions. Type 6s want to feel heard and understood.
4. **Consistency:** Stability and consistency in leadership are important to Type 6s. They may struggle with leaders who frequently change direction or make abrupt decisions without explanation.
5. **Respect for Loyalty:** Enneagram 6s have a strong sense of loyalty, and they appreciate leaders who recognize and honor their commitment and dedication. They may become disheartened if their loyalty goes unnoticed or unappreciated.

In summary, Enneagram Type 6 leaders are characterized by their cautious and safety-oriented approach. They value collaboration, trust, and loyalty in their teams. As followers, they seek clear guidance, support, and consistency from their leaders. Understanding these preferences can help Type 6s thrive in leadership roles and in their interactions with others.



Leadership Tendencies: Enneagram 7

Enneagram Type 7, often referred to as "The Enthusiast" or "The Adventurer," has distinctive leadership and followership tendencies based on their core motivations, fears, and desires. Here's an overview of how an Enneagram 7 tends to lead and how they prefer to be led:

How an Enneagram Type 7 tends to lead:

1. **Visionary and Optimistic:** Enneagram 7s are known for their boundless optimism and a focus on the possibilities and opportunities in any situation. As leaders, they often inspire and motivate others by painting a bright and exciting vision of the future.
2. **Innovative and Creative:** They have a natural knack for generating creative ideas and thinking outside the box. They may lead by encouraging their team to brainstorm and experiment with new approaches and solutions.
3. **Energetic and Spontaneous:** Enneagram 7s are typically high-energy individuals who enjoy taking risks and embracing spontaneity. They may lead through their enthusiasm and by encouraging others to embrace change and embrace challenges with gusto.
4. **Collaborative and Inclusive:** They tend to be inclusive leaders who enjoy collaborating with others. They often foster a sense of camaraderie and create a positive, fun atmosphere within their teams.
5. **Resourceful Problem Solvers:** When faced with obstacles, Enneagram 7s are resourceful and resilient. They lead by example in overcoming challenges and demonstrate how to find creative solutions.
6. **Delegators:** Enneagram 7 leaders may delegate tasks effectively to ensure that they have the freedom to explore new opportunities and ideas. They trust their team members to handle responsibilities and contribute to the overall success.



How an Enneagram Type 7 likes to be led:

1. **Freedom and Flexibility:** Enneagram 7s appreciate leaders who provide them with freedom and flexibility in their roles. They thrive in environments where they can explore new ideas and projects without feeling micromanaged.
2. **Positive Reinforcement:** They respond well to leaders who offer positive feedback and recognition for their contributions. Acknowledging their efforts and ideas can motivate them to perform at their best.
3. **Support for Their Enthusiasm:** Leaders should encourage their enthusiasm and help channel it into productive avenues. They should be open to exploring new opportunities and ideas that Enneagram 7s bring to the table.
4. **Clear Boundaries:** While Enneagram 7s value freedom, they also benefit from leaders who can set clear boundaries and priorities when necessary. This helps them stay focused and avoid becoming scattered.
5. **Balanced Decision-Making:** Leaders should provide a balance between encouraging innovation and maintaining a sense of stability. Enneagram 7s may need guidance to avoid pursuing too many ideas simultaneously.
6. **Recognition of Their Need for Variety:** Leaders who understand and accommodate the Enneagram 7's need for novelty and variety can create a more satisfying work environment.

In summary, Enneagram Type 7 leaders are often characterized by their optimism, creativity, and ability to inspire others. They lead by promoting innovation and collaboration while preferring a leadership style that allows them freedom, positive reinforcement, and support for their enthusiasm. Understanding their core motivations and needs is key to effectively leading or working with an Enneagram 7.



Leadership Tendencies: Enneagram 8

Enneagram Type 8, often referred to as "The Challenger" or "The Leader," has distinct characteristics when it comes to leading and being led. Here's an explanation of how an Enneagram Type 8 tends to lead and how they prefer to be led:

How an Enneagram Type 8 tends to lead:

1. **Direct and Assertive:** Enneagram Type 8s are known for their direct and assertive leadership style. They have a natural ability to take charge and make decisions quickly. They are not afraid to confront challenges head-on and are often seen as fearless leaders.
2. **Confidence:** Eights exude confidence and self-assuredness. They trust their instincts and are unafraid of expressing their opinions and ideas, making them natural leaders in many situations.
3. **Independence:** Type 8s value their independence and autonomy. They may prefer to lead in a way that allows them to maintain control and make their own decisions without unnecessary interference.
4. **Protective:** Eights are often protective of those they lead, taking on a "guardian" role. They are willing to stand up for their team members and ensure their well-being.
5. **Results-Oriented:** They are highly results-oriented leaders who focus on achieving their goals and overcoming obstacles. They dislike inefficiency and will push their team to meet their objectives.
6. **Challenging the Status Quo:** Eights are not afraid to challenge the status quo or authority figures if they believe it's necessary. They may be seen as disruptors who seek to bring about necessary change.



How an Enneagram Type 8 likes to be led:

1. **Respect and Authenticity:** Type 8s value leaders who treat them with respect and authenticity. They appreciate straightforward communication and honesty from those in authority.
2. **Independence:** Eights prefer leaders who respect their need for independence and autonomy. Micromanagement or overly controlling leaders can be frustrating for them.
3. **Competence:** They respect leaders who are competent, capable, and able to make decisive decisions. Eights have little patience for leaders who are indecisive or lack confidence.
4. **Open to Input:** While Eights are strong-willed, they appreciate leaders who are open to their input and ideas. They want their opinions to be considered, even if the final decision rests with the leader.
5. **Fairness and Justice:** Eights value leaders who are fair and just in their actions and decisions. They have a strong sense of justice themselves and expect the same from their leaders.
6. **Support and Protection:** Eights may not readily admit it, but they appreciate leaders who provide support and protection when necessary. Knowing that their leader has their back can build trust.
7. **Challenge:** Paradoxically, Eights also respect leaders who can challenge them and push them to excel. While they don't like to be controlled, they do appreciate leaders who inspire them to grow and improve.

It's important to note that Enneagram Types are just one aspect of a person's personality, and individuals may vary in their preferences and behaviors. Understanding someone's Enneagram Type can provide valuable insights into their leadership style and preferences, but it's essential to consider other factors that influence their behavior as well.



Leadership Tendencies: Enneagram 9

Enneagram Type 9, often referred to as "The Peacemaker" or "The Mediator," has certain leadership and follower tendencies based on their core personality traits. Here's an overview of how an Enneagram Type 9 tends to lead and how they prefer to be led:

How an Enneagram Type 9 tends to lead:

1. **Inclusive and harmonious:** Type 9s value harmony and unity, so they tend to lead in a way that fosters a peaceful and inclusive environment. They are excellent at bringing people together and resolving conflicts.
2. **Avoiding confrontation:** Nines often avoid confrontation and conflict, which can sometimes make them appear passive as leaders. They prefer to create a sense of calm and stability within their team or group.
3. **Consensus builders:** Type 9 leaders are skilled at facilitating group discussions and reaching consensus. They value the input and opinions of everyone involved and may take time to make decisions to ensure everyone is on board.
4. **Patient and steady:** They are patient and steady leaders, often persevering through challenges with a calm demeanor. They don't rush into decisions and prefer a slower, more methodical approach.
5. **Supportive and accommodating:** Nines are empathetic leaders who prioritize the needs and well-being of their team members. They are often accommodating and willing to adjust their plans to make others feel comfortable.

How an Enneagram Type 9 likes to be led:

1. **Non-aggressive leadership:** Type 9s prefer leaders who are non-aggressive and avoid unnecessary conflict. They are more likely to follow leaders who create a peaceful and harmonious work environment.



2. **Inclusivity:** They appreciate leaders who value their input and consider the opinions of everyone on the team. An inclusive leadership style resonates well with Type 9s.
3. **Clear communication:** Type 9s thrive when led by individuals who communicate clearly and transparently. They may become anxious or unsure when leaders are vague or inconsistent.
4. **Stability and consistency:** Nines feel more comfortable when led by individuals who provide a stable and consistent work environment. Sudden changes or frequent disruptions can be unsettling for them.
5. **Respect for their pace:** Type 9s appreciate leaders who understand and respect their natural inclination to take their time in decision-making. They may become resistant or overwhelmed if pressured to hurry.
6. **Encouragement and appreciation:** Like everyone, Type 9s appreciate recognition and encouragement for their efforts. Leaders who express gratitude and acknowledgment for their contributions can motivate them.

It's important to remember that these are general tendencies, and individual variations exist within each Enneagram type. Type 9s, like anyone else, can adapt their leadership style or preferences based on their personal growth, circumstances, and the specific needs of their team or organization. Effective leadership and followership involve understanding and appreciating these individual differences to create a more harmonious and productive work environment.



Enneagram Resources for Leaders



The Enneagram is a complex personality system, and there are many respected authorities who have contributed to its understanding and application. Below is a list of some of the top Enneagram authorities we recommend in your own studies.

1. **Don Richard Riso and Russ Hudson:** They are known for their influential books, including "[The Wisdom of the Enneagram](#)" and "[Discovering Your Personality Type: The Essential Introduction to the Enneagram](#)." Riso and Hudson founded [The Enneagram Institute](#) and made significant contributions to the Enneagram's modern interpretation.
2. **Richard Rohr:** A Franciscan friar and author of "[The Enneagram: A Christian Perspective](#)," Rohr has contributed to the spiritual application of the Enneagram.
3. **Suzanne Stabile:** Co-author of "[The Road Back to You](#)" and a prominent Enneagram teacher, Stabile focuses on the spiritual and relational aspects of the Enneagram.
4. **Helen Palmer:** An Enneagram teacher and author of "[The Enneagram: Understanding Yourself and the Others In Your Life](#)," Palmer has been a prominent figure in the Enneagram community.
5. **Claudio Naranjo:** A pioneering psychiatrist and Enneagram teacher, Naranjo's work in integrating psychology and the Enneagram has been influential. He wrote "[Character and Neurosis: An Integrative View](#)."
6. **Beatrice Chestnut:** An Enneagram author and teacher known for her book "[The Complete Enneagram](#)," Chestnut provides in-depth insights into the Enneagram types and subtypes.
7. **R. H. Palmer:** He is the author of "[The Enneagram in Love and Work](#)," which explores the Enneagram's application in relationships and professional settings.



8. **David Daniels:** Co-author of "[The Essential Enneagram](#)" and a psychiatrist, Daniels made significant contributions to the field of Enneagram psychology.
9. **Jerome Wagner:** Known for his book "[The Enneagram Spectrum of Personality Styles](#)," Wagner has developed his own approach to understanding and applying the Enneagram.
10. **Ginger Lapid-Bogda:** Author of "[Bringing Out the Best in Yourself at Work](#)," Lapid-Bogda specializes in the Enneagram's application in the workplace.
11. **Christopher Heuertz:** An Enneagram teacher and author of "[The Sacred Enneagram](#)," Heuertz emphasizes the Enneagram's practical use in personal growth and development.
12. **Russell Rowe and Jessica Dobb:** Founders of the [International Enneagram Association](#), Rowe and Dobb have contributed to the Enneagram's global dissemination and understanding.

Please note that the field of the Enneagram is continually evolving, and new authorities are emerging with insights to help you make the most of this tool in your personal and professional life. It's essential to stay up-to-date with the latest developments and teachings in the Enneagram community.

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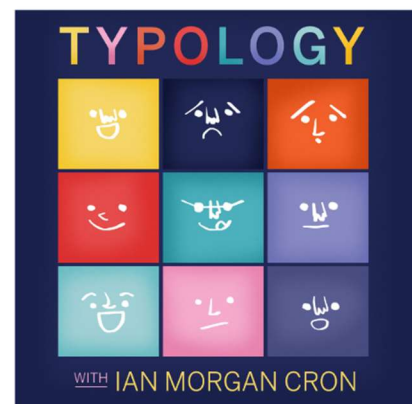
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