

The Enneagram Institute®

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



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Date of Test: 03/21/2026 UTC
Test Code: rent9noywb

Enneagram Type	Score
Type 8, The Challenger	24
Type 3, The Achiever	24
Type 1, The Reformer	22
Type 5, The Investigator	20
Type 7, The Enthusiast	18
Type 4, The Individualist	9
Type 9, The Peacemaker	9
Type 2, The Helper	9
Type 6, The Loyalist	9

Results Overview

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

Your highest score was a tie between:

- Type 8
- Type 3

Your second highest score was for:

- Type 1

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

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

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

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

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

If you ever have any questions or need assistance, please contact support@enneagraminstitute.com.

Best Wishes,

[The Enneagram Institute®](#)

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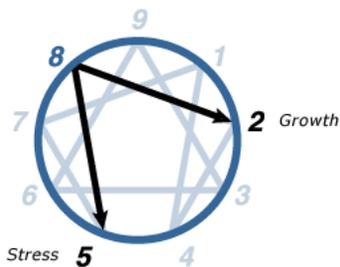
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Normal office hours Mon-Fri 9:00am - 4:00pm ET

Limited email support at other times.

Personality Type EIGHT: The Challenger

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



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

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

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

Recognizing Eights

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

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

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

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

Nothing much about Eights is half-hearted. They have powerful feelings and drives and often have a major impact on the people around them—for good or for ill. Eights are more intense and direct than most, and they expect others to meet these qualities as well. Indirectness of any kind drives them crazy, and they will keep pushing and raising their energy level until they feel that others have sufficiently responded to them.

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

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

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

Their Hidden Side

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

Relationship Issues

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

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

Type Compatibility

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

The Passion: Lust

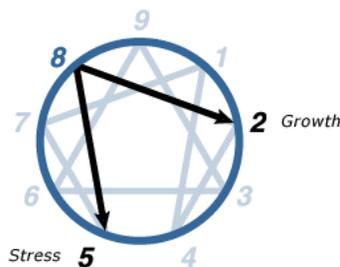
Eights want to feel intensely alive: they love the sense of immediacy they get from being engaged with life fully. They do not have much patience with lukewarm responses or half-hearted actions from others. But this desire to be vital and alive can easily deteriorate into a need to constantly *push against*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

At Their Best

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

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

Personality Dynamics & Variations



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

Under Stress (Eight Goes to Average Five)

Eights usually respond to stress by taking problems and challenges head on. They are bold and assertive in pushing for control and for accomplishing their vision, whatever it might be. But this approach can leave them feeling beleaguered and overwhelmed. When stress levels get too high, Eights may suddenly switch tactics and go into periods of retreat or even isolation, like average Fives. They pull back from the front lines to assess their situation,

to strategize, and to see how they can regain control. They may become strangely quiet, secretive, and isolated as they privately explore ways to deal with their problems. Under longer periods of stress, they may also develop a cold, cynical attitude about themselves, other people, and life in general, in the manner of less healthy Fives.

Security (Eight Goes to Average Two)

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

Integration (Eight Goes to Healthy Two)

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

The Levels of Development

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

Healthy Levels

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

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

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

Average Levels

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

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

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

Unhealthy Levels

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

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

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

Personal Growth Recommendations for Type Eights

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

- It goes against the grain, but act with self-restraint. You show true power when you forbear from asserting your will with others, even when you could. Your real power lies in your ability to inspire and uplift people. You are at your best when you take charge and help everyone through a crisis. Few will take advantage of you when you are caring, and you will do more to secure the loyalty and devotion of others by showing the greatness of your heart than you ever could by displays of raw power.

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

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

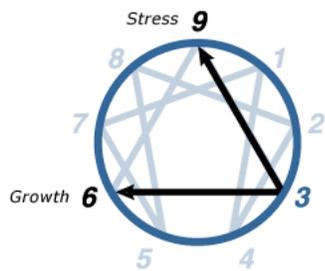
Examples

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

Personality Type THREE: The Achiever

The Success-Oriented, Efficient Type:

Adaptive, Excelling, Driven, and Image-Conscious



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

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

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

Recognizing Threes

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

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

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

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

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

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

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

Their Hidden Side

Beneath the surface, Threes have deep anxieties about their personal value. They feel that unless they maintain a certain position or image in life, they will be devalued, rejected, and tossed aside as worthless. Thus, they feel a constant inner pressure to "have it together," to not need much intimacy or personal support, and, above all, to constantly perform at maximum efficiency. Unless you knew a Three very well, you would never suspect the

degree of emotional vulnerability and insecurity that they conceal beneath their smooth, efficient surface. The fact is that despite Threes' apparent social ease, there is great loneliness and a belief that they must not need help or support. As much as possible, Threes try to avoid their feelings of shame and isolation, but a large part of their growth entails allowing these feelings to arise and become integrated into their functioning self.

Relationship Issues

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

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

Type Compatibility

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

The Passion: Deceit (Vanity)

Deceit here is primarily a kind of self-deception. Threes convince themselves that only their image and their performance are valuable. They subconsciously feel that their own natural inner qualities are inadequate or unacceptable, so they strive to become the sort of person that they believe others would look up to. They have an idea of the qualities, talents, and appearance that they need to have in order to be acceptable, and they work tirelessly to embody those qualities.

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

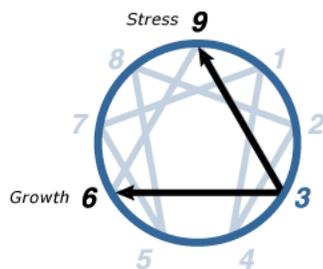
At Their Best

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

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

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

Personality Dynamics & Variations



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

Under Stress (Three Goes to Average Nine)

When Threes drive themselves too hard, their stress can go beyond what they can normally cope with. When this occurs, they tend to go on "autopilot," attempting to just get through things without being bothered, in the manner of average Nines. Threes going to Nine become more passive and fall into routines. They lose their focus and involve themselves with busywork to at least give the appearance that they are getting things done. If

stress continues, however, they may begin to become shut down, listless, and depressed, losing interest in their projects and withdrawing from people. They feel little energy or enthusiasm and simply want people to leave them alone and give them space. They can become stubborn and resistant to offers of help at these times, not wanting to hear that they have a problem.

Security (Three Goes to Average Six)

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

Integration (Three Goes to Healthy Six)

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

The Levels of Development

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

Healthy Levels

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

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

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

Average Levels

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

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

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

Unhealthy Levels

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

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

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

Personal Growth Recommendations for Type Threes

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

- For our real development, it is essential to be truthful. Be honest with yourself and others about your genuine feelings and needs. Likewise, resist the temptation to impress others or inflate your importance. You will impress people more deeply by being authentic than by bragging about your successes or exaggerating your accomplishments.
- Develop charity and cooperation in your relationships. You can do this by taking time to pause in busy day to really connect with someone you care about. Nothing spectacular is required—simply a few moments of quiet appreciation. When you do so, you will become a more loving

person, a more faithful friend—and a much more desirable individual. You will feel better about yourself.

- Take breaks. You can drive yourself and others to exhaustion with your relentless pursuit of your goals. Ambition and self-development are good qualities, but temper them with rest periods in which you reconnect more deeply with yourself. Sometimes taking three to five deep breaths is enough to recharge your battery and improve your outlook.
- Develop your social awareness. Many Threes have grown tremendously by getting involved in projects that had nothing to do with their own personal advancement. Working cooperatively with others toward goals that transcend personal interest is a powerful way of finding your true value and identity.
- In their desire to be accepted by others, some average Threes adapt so much to the expectations of others that they lose touch with what they are really feeling about the situation. Develop yourself by resisting doing what is acceptable just to be accepted. It is imperative that you invest time in discovering your own core values.

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

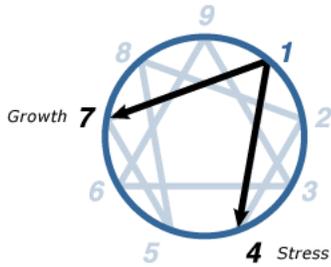
Examples

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

Personality Type ONE: The Reformer

The Rational, Idealistic Type:

Principled, Purposeful, Self-Controlled, and Perfectionistic



Generally, Ones are conscientious, sensible, responsible, idealistic, ethical, serious, self-disciplined, orderly, and feel personally obligated to improve themselves and their world.

Ones get into conflicts by being opinionated, impatient, irritable, rigid, perfectionistic, critical (and self-critical), sarcastic, and judgmental.

At their best, Ones are tolerant, accepting, discerning, wise, humane, prudent, principled, fair, and able to delay rewards for a higher good.

Recognizing Ones

Type One exemplifies the desire to be good, to live up to the highest ethical standards, and to effect positive changes in the world. While a number of types care about achieving goals, Ones are particularly aware of how they achieve their goals. Were they honorable? Did they use their resources wisely? Were they fair and truthful? Ones are people of high standards and they expect themselves and others to live by those standards as much as possible. They tend to see things in terms of long-range objectives, and they can be aware of how current actions might affect future situations. For example, Ones are often in the forefront of battles to improve environmental standards or to make people aware of healthier lifestyle choices.

Most Ones report feeling a powerful *sense of mission*, a deep feeling of purpose that they remember from their early childhood. They sense that they are here for a reason and, unlike some other types, they have a fairly clear idea of what that reason is. This sense of mission impels Ones to rise to their highest standards, to make personal sacrifices, and to evaluate themselves regularly to see if they are falling short of their ideals. They feel that they must live a balanced, sensible life in order to have the clarity and inner resources necessary to fulfill their purpose.

Ones also have deep convictions about right and wrong, what is just and unjust. They are often dedicated to reform and social causes since they feel personally obligated to improve the world and leave it a better place. They put themselves on the line for their values and ethical convictions—if it means risking their jobs, their fortunes, or even their lives. Ones are convinced that there are indeed some truths—some values—that are worth both living and dying for. To accomplish their missions, Ones maintain self-discipline and do their best to practice "moderation in all things."

While Ones focus their attention on serious life issues, their high standards can also be directed to less significant matters—although they may seem equally important to Ones at the time. They can become extremely upset, for instance, if their spouse or one of their children fails to clean up after themselves adequately after using the bathroom sink. Ones are nothing if not thorough and well organized. Some Ones express this as an extraordinary concern with "neatness," the kind of people whose socks and underwear are folded neatly, whose file folders are labeled and filed alphabetically, and whose pencils are all sharpened. Other Ones focus their perfectionism in other areas, such as punctuality, ethical standards, political or religious ideals, office protocols, or uncovering misdeeds and untruths.

While Ones tend to see themselves as people of logic and reason, they are often driven by strong feelings and impulses—usually experienced as personal convictions. Because they so strongly feel that they must accomplish their life mission, they conclude that they must be serious and determined and must not waste time. They can become very strict with themselves, feeling they must always be working toward their ideals, "making progress," and pointing out how things could be improved. They are extremely conscientious about how they use their time and resources. Under pressure, time becomes a major interpersonal issue for Ones—they insist that they and others be punctual, efficient, and particular about details. They make lists, organize things, and constantly prioritize their activities. Their sense of obligation, however, can make them feel heavier and more burdened. Consequently, they begin to be afraid of making a mistake because they want everything to be consistent with their strict standards. At such times, others can perceive them as overly rigid and perfectionistic.

In brief, Ones want to be right, to strive higher and improve everything, to be consistent with their ideals, to justify themselves, and to be beyond criticism so as not to be condemned by anyone. **Ones do not want** to be proven wrong, to make mistakes, to allow sloppiness, to be with people they perceive as lazy or not serious, to be in chaos or in situations that seem out of control, or to be embarrassed by emotional display.

Their Hidden Side

Ones appear well balanced and sure of themselves, but they can suffer from extreme self-criticism, feeling that they are never able to measure up to their Olympian standards. Similarly, they can feel lonely and alienated from others, seeing themselves as the only responsible adult around. At such times they feel burdened by their responsibilities and by the sense that others will not do as thorough a job as they will. If these feelings intensify, Ones can become harsh with themselves and others, and prey to hidden depression. They may attempt to maintain an outer attitude of self-control and reserve while inwardly feeling anguished and alienated. As they become more isolated, their self-criticism can become more cruel and irrational. Few casual observers would suspect how much they are suffering from the relentless attacks of their Inner Critic (superego).

Relationship Issues

Ones take their relationships and all of their responsibilities in relationships very seriously. They are firmly committed to the people whom they love, and they are willing to make great personal sacrifices for the well-being of their intimates. As with other areas of life, Ones are idealistic and hold high standards for their relationships—it is important to them to have a partnership that is based on shared values and beliefs. When Ones get more stuck in their fixation, the following areas can create problems:

- Holding the partner to strict standards that the partner does not wholeheartedly share.
- Having difficulty finding a partner because of unrealistic standards—finding that no one "measures up."
- Becoming moody, depressed, and uncommunicative because of repressed anger.
- Not allowing enough "play time" in the relationship—feeling that all spare time must be used for serious purposes (yard work, checking finances, reading "educational" or "meaningful" books, attending meetings or lectures, discussing political issues, etc.).
- Having issues with criticism: fearing criticism from their partner and also becoming critical of the partner—nitpicking, scolding, and correcting.

Type Compatibility

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

The Passion: Anger or Resentment

Feelings of obligation and of having higher standards than those around them leave Ones in a state of constant irritation with themselves, others, and the world. Nothing ever quite attains the ideal; nothing comes up to their exacting standards, leaving them feeling disappointed, frustrated, and resentful. But because such feelings conflict with their self-image of being rational and in control of themselves, they attempt to suppress their anger, unwittingly perpetuating it in the process. They become very inhibited, feeling that they must constantly hold their angry feelings and impulses in check. Ones may also hold their anger in their bodies, and they can become extremely tense and rigid with the effort to control themselves.

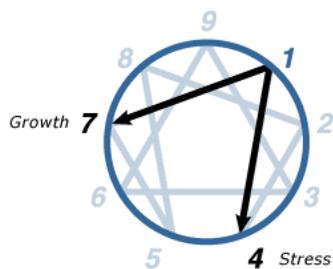
At Their Best

Healthy Ones are guided by their consciences and concerned with maintaining ethical standards, but they are also flexible and gentle about applying their principles—both with themselves and with others. They are truthful and reasonable—the kind of person others turn to for direction and clear feedback. They have a strong sense of morality, but they temper this with a deep love and respect for the dignity of their fellow human beings. They strive to be impartial, fair, and objective, and they are willing to sublimate their desires and immediate gratification for "the greater good," or a higher principle.

Healthy Ones are motivated to "do the right thing" themselves and are not necessarily trying to fix anyone else. Even so, their personal integrity allows them to teach others by example. They can be quite eloquent and effective at conveying the truth and wisdom of their perspective. They stand for quality and desire excellence in all things. Their commitment to the highest principles can be profoundly moving to others, reminding others of the values they most deeply cherish.

At their very best, high-functioning Ones embody true wisdom, especially in being able to discern appropriate and compassionate action. They radiate nobility and inspire others to remember to live according to the highest values. At the same time, they are gentle and humane: average Ones often feel disappointed with their fellow human beings, but healthy Ones feel a profound connection and kinship with everyone they encounter, giving them an abiding patience and affection for all humanity.

Personality Dynamics & Variations



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

Under Stress (One goes to average Four)

Ones begin to feel alienated and moody when they sense that others do not take them or their values seriously. They feel obligated to do the work they believe others will not do—or will not do *as well*—and they become more resentful. They feel misunderstood by their peers and often withdraw from others to sort out their feelings, much like average-to-unhealthy Fours. Similarly, Ones under prolonged stress can become disillusioned with themselves and their lot in life. Over time, they can become depressed and isolated, often turning to self-indulgent behavior in an attempt to feel better. They allow themselves various "escape hatches"—indulgences that go against their expressed values in some way. For instance, a One who is scrupulously observing rigorous health regimens and diets might start treating herself to ice cream sodas or chocolate bars. Guilt usually follows, leaving her more depressed and critical of herself.

Security (One goes to average Seven)

Ones become more playful and uninhibited in the company of people with whom they feel safe. It is as though a secure environment gives Ones permission to let their "silly side" out, along with the ability to express a more complete range of their emotions.. They can be funny, talkative, tell

jokes and long stories and can lead others into adventures of various kinds. They can also be boldly outspoken, impulsive, and "naughty" when they feel they can get away with it. They can also allow some of their needs to surface and become demanding, selfish, and greedy after the manner of a low-average Seven. Under stress, they may inadvertently look for distractions and begin to scatter their focus and their energies, as if to prevent becoming overwhelmed by the pressures they feel both from the obligations they have taken on and from their superego.

Integration (One goes to healthy Seven)

As Ones work through the basic issues of their type, they become less strict with themselves and begin to enjoy a greater freedom, lightness, and spontaneity, like healthy Sevens. Instead of feeling that everything is a personal obligation, they begin to experience choice, freedom, abundance, and joy. Whatever they do will be good and worthwhile, and they begin to live by the maxim, "Whatever is worth doing is worth doing badly." They let themselves off the hook of their strident superegos and begin to recognize what they want rather than what they "must" or "should" do. Integrating Ones can more easily access their curiosity and intelligence—their minds are open to many new possibilities. Their lighter approach helps other people hear their views and allows Ones to feel much closer to their fellow human beings. Rather than feeling resentful and obligated, they are filled with gratitude and a deep acceptance of themselves and others.

The Levels of Development

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

Healthy Levels

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

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

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

Average Levels

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

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

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

Unhealthy Levels

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

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

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

Personal Growth Recommendations for Type Ones

Ones grow by recognizing that others do take things seriously too, but that their approach to problems or tasks might be different. As they become more centered in themselves, they become not only respectful of others' views, but curious about them. They understand that their own wisdom can only be enriched by taking other perspectives into account. Ones also grow by playing—by finding areas of their lives that are lighter, freer, and that offer opportunities for spontaneous creativity. Most Ones have a great sense of humor, and the more they allow themselves to entertain and enjoy others, the better for everyone involved. Basically, Ones grow proportionately to the extent that they can accept reality with all of its apparent "imperfections." This, of course, especially applies to themselves. By accepting what is, and working with reality rather than judging it, they become transcendently realistic, knowing the best action to take in each moment.

- Learn to relax. Take some time for yourself, without feeling that everything is up to you or that what you do not accomplish will result in chaos and disaster. Mercifully, the salvation of the world does not depend on you alone, even though you may sometimes feel it does.
- You have a lot to teach others and are probably a good teacher, but do not expect others to change immediately. What is obvious to you may not be as obvious to them, especially if they are not used to being as self-disciplined and objective about themselves as you are about yourself. Many people may also want to do what is right and may agree with you in principle but for various reasons simply cannot change right away. The fact that others do not change immediately according to your prescriptions does not mean that they will not change sometime in the future. Your words and above all, your example may do more good than you realize, although they may take longer than you expect. So have patience.
- It is easy for you to work yourself up into a lather about the wrongdoings of others. And it may sometimes be true that they are wrong. But what is it to you? Your irritation with them will do nothing to help them see another way of being. Similarly, beware of your constant irritation with your own "shortcomings." Does your own harsh self-criticism really help you to improve? Or does it simply make you tense, nervous, and self-doubting? Learn to recognize the attacks of your superego and how they undermine you rather than helping you.

- It is important for you to get in touch with your feelings, particularly your unconscious impulses. You may find that you are uneasy with your emotions and your sexual and aggressive impulses—in short, with the messy human things that make us human. It might be beneficial to keep a journal or to get into some kind of group therapy or other group work both to develop your emotions and to see that others will not condemn you for having human needs and limitations.
- Your Achilles' heel is your self-righteous anger. You get angry easily and are offended by what seems to you to be the perverse refusal of others to do the right thing—as you have defined it. Try to step back and see that your anger alienates people so that they cannot hear many of the good things you have to say. Further, your own repressed anger may well be giving you an ulcer or high blood pressure and is a harbinger of worse things to come.

From *Discovering Your Personality Type*, pp. 88-96. See also *Personality Types*, pp. 376-409, *Understanding the Enneagram*, pp. 63-65, 126-133, and 352-354, and *The Wisdom of the Enneagram*, pp. 97-124.

Examples

Confucius, Plato, Salahuddin Ayyubi, Joan of Arc, Sir Thomas More, Mahatma Gandhi, Pope John Paul II, Nelson Mandela, Margaret Thatcher, Prince Charles, Kate Middleton, Duchess of Cambridge, Jimmy Carter, Michelle Obama, Al Gore, Hilary Clinton, Rudy Giuliani, Elliot Spitzer, Justice Sandra Day O'Connor, George Bernard Shaw, Thoreau, Anita Roddick (The Body Shop), Martha Stewart, Chef Thomas Keller, Michio Kushi (macrobiotics), George Harrison, Joan Baez, Celine Dion, Ralph Nader, Noam Chomsky, Bill Moyers, George F. Will, William F. Buckley, Keith Olbermann, Jerry Seinfeld, Bill Maher, Tina Fey, Katherine Hepburn, Maggie Smith, Emma Thompson, Julie Andrews, Vanessa Redgrave, Jane Fonda, Meryl Streep, Harrison Ford, Helen Hunt, Captain "Sully" Sullenberger, "Mary Poppins," "Mr. Spock"