

Snyder Motivational Spiritual Charismatic Gifts Inventory

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DISCOVER YOUR MOTIVATIONAL GIFTS and become empowered for Service

The “Nine-Key Personality Profiler”:

an ancient personality assessment method alluded to by St. Paul and used extensively by the Desert Fathers.

Each person is of one personality type (out of nine). Yet he or she may move to other types under certain circumstances. Look below for your type.

The Greek word **Enneagram** simply means "nine letter" or "number" or "key." It is as simple as that! No hidden *mystical* meaning!

Read [The Enneagram's Path to the West](#). [Enneagram Institute](#)

[Discover Your Motivational Gifts Home](#)

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DETAILED EXPLANATIONS OF INDIVIDUAL NINE KEY TYPES

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You may also hear a description of your type by way of streaming audio [at this link](#).

READ THIS FIRST: When reading this information, rather than looking for a perfect 100% match of the way you see yourself, just sort of "try on" the key type description of the Key Type and see if it sounds like how you have been most of the time in the past. The truth is, each of us has some of the aspects of all nine of the key types in our personalities.

As we grow and mature through the lessons that life presents to us, it is the dynamic power of the nine key system which allows us to move within the keys and to be able to take on more and more of the healthier attributes of the key types other than our own. However, it is the basic core structure of each of our personalities which is formed out of the specific aspects of our own "core" key type.

The results of your profile are the outcome of the decisions you made as you scored the inventory statements. Only you can determine your personal master key type, as only you can become aware of all the various aspects of yourself and your personality.

So it is helpful to think of the following information as just a beginning, a general guide to some of the key aspects your type, along with some suggestions of how you can put this knowledge to use in your own personal growth. It is our hope and intention that these insights will enable you to see how, through your strengths and natural talents, you are able to make a contribution to your career, your family and those close to you, your life, and to the world.

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The Enneagram's Path to the West

Quoted from *What's My Type* by Kathleen V. Hurley & Theodore E. Dobson

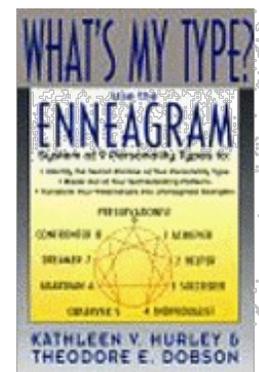
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The most extensive documentation for the Enneagram in the West lies in the work of George I. Gurdjieff (1869-1949) and his followers. Son of a Greek father and an Armenian mother, Gurdjieff was born in a little town in Armenia. Armenia in the late nineteenth century was a place where people of Eastern Orthodox, Roman Catholic, Moslem, Hindu, Jewish, Buddhist, and other religious traditions lived side by side. Gurdjieff's social milieu thus presented to him many different points of view.

His father - a remarkable man in his own right - had a great influence on him as well, bringing forth in him, by Gurdjieff's own account, poetic images and high ideals through their conversations on many philosophical topics and through the principles he raised him by. His father was a master of poems and folk traditions from Russian, Greek, Sumerian, and other sources and, at various stages in his life, a wealthy sheepherder, a businessman, and a carpenter.

Though a genius, Gurdjieff was a careful student and studied simultaneously for the medical profession and the Russian Orthodox priesthood. However, when he did not find in either discipline the answers to the questions he was asking about life - why most of us never awaken to the real purpose of life, and how we can become free - he began a long historical, anthropological, and spiritual quest.

In his later teaching and writing Gurdjieff was unclear, possibly on purpose, about the origins of the Enneagram,



but a chronology for his contact with it can be assembled. For many years he traveled throughout the Middle East to Egypt, Jerusalem, Crete, and Turkey, and through the Gobi desert, and to Tibet and India, and finally in 1905 to the monastery where he learned the tradition from which the Enneagram originates.

This monastery seems to have been related to an ancient wisdom society called the Sarmoun Brotherhood. (Sarmoun is the Sanskrit word for bees; they used it to describe themselves because they saw their work as analogous to that of bees who gather nectar to make honey and then preserve it.) The members of the Sarmoun Brotherhood claimed to have inherited their knowledge from the wisdom seekers of ancient times whom many identify with the Magi.

Gurdjieff took this wisdom first to Moscow and Saint Petersburg, where he attracted a small group of students and colleagues, including Pietr Ouspensky. Before the revolution of 1919 he led this group through western Asia and Europe, finally settling in Paris. There in 1923 he set up an institute to continue and develop his teaching and attracted, among others, John G. Bennett and Maurice Nicoll to his work.

In the 1920s and 1930s Gurdjieff wrote and traveled to various European cities and to America, where he also taught groups of people in several locales. During the Second World War he did very little work and became something of a recluse, rarely leaving his apartment in Paris. Not long after the war, in 1949, he died of injuries sustained in an automobile accident.

Though for a long time he did not practice the Russian Orthodox faith he learned as a child, Gurdjieff said he was teaching esoteric Christianity. It is said of Gurdjieff that he believed he was imparting an ancient wisdom by which humanity could be set free from that which drives it to destruction.

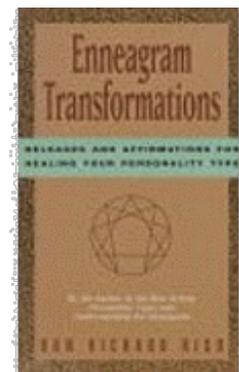
The Nine Prime Addictions of the Enneagram

One approach to the Enneagram finds its starting point in an idea that comes from Christian antiquity, the list of the seven capital sins-pride, greed, lust, anger, gluttony, envy, and sloth-plus two more, fear and deceit. The word “capital” comes from Latin and means “head.” Capital sins are the head sins, or the prime spiritual and psychological addictions, the sources from which grow dysfunctional motivation and behavior.

The word sin creates its own difficulties for many modern people, however. For our purposes, sin is defined as alienation from self and from the Self (the image within). This alienation inevitably leads to personal fragmentation and to separation from others through unconscious dysfunctional and destructive behavior.

In the Enneagram these behaviors are seen as addictions to a particular way of perceiving life. The word **addiction** is not used lightly here. *Webster's Ninth New Collegiate Dictionary* defines addiction as devoting or surrendering oneself to something “habitually or obsessively.” One's Enneagram number describes an obsessive way of approaching life - focusing in on one aspect of reality while discarding the rest. This addiction is so psychologically blinding that it causes a distortion in perspective - reality appears as illusion and so we are not compelled to deal with it; illusion masquerades as reality and entices us into collusion with it.

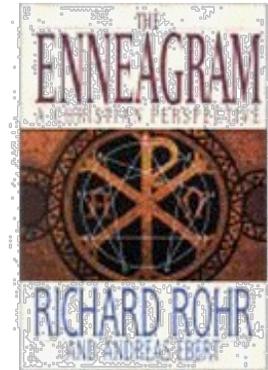
Thus do the nine prime addictions described by the Enneagram work upon the human spirit. These drives within the human personality cause distortion that prevents us from seeing or acknowledging the truth about our lives.



Each of these nine fixations of attention is so addictive that every person can have only one prime addiction at the root of his or her personality.

Thus, although people can identify with several or many of the faults and gifts that the Enneagram describes, only one personality pattern is deeply rooted in any human soul. The capital sins of the other patterns may cause difficulties in a person's life, but they are not the genesis of the pain that person creates for self and others.

These prime addictions have led each of us to embrace illusion, thus stunting our growth. Conversely, when we can identify our prime addiction and choose to act against it, like a plant freed from the strangulating effects of unchecked weeds, we encounter new life in dramatic ways. As we acknowledge our limitations and embrace our weaknesses, we are experiencing the grace of spiritual awakening and consciousness.



Throughout the ages, teachers of wisdom traditions, both religious and philosophical, have posited the need for some energy outside human nature to initiate and assist a person's struggle against addiction. Among the first teachers of the Enneagram in the West, George I. Gurdjieff and John G. Bennett were utterly convinced of the blindness of humanity to its own destructive behavior.

They taught about an energy from God that would awaken humans from addictive life as from a dream and begin to lead them into reality. This energy - not a part of human nature but definitely available through surrender to higher laws and principles and the Deity - has been commonly referred to in many cultures as *grace* or *favor*.

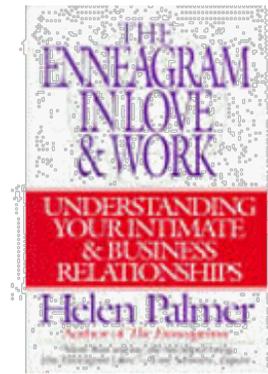
Contrary to the secular assumptions of the modern era - that human nature contains within itself all it needs to achieve its potential - the notion of grace is neither outdated nor arcane: it is common to cultures throughout the world. If this notion seems childish to certain intellectual circles in the West, they only have the traditions of Western Christianity to blame for their mechanized understanding of this ancient universal concept. If Christianity is failing to transmit the wisdom of the ages in the West, that does not invalidate the wisdom itself.

Gerald May reports that not only does grace occupy a central place in Western Christianity, but in fact [it] has its counterparts in all religions. The Torah of Judaism is suffused with cries for Yahweh's loving salvation. Islam finds its very heart in Allah's mercy. Even for Buddhists and Hindus, with all their emphasis on personal practice and effort, there could be no liberation without the grace of the Divine. Even in the twentieth century, Mohandas Gandhi was very clear: "Without devotion and the consequent grace of G-d, humanity's endeavor is vain."

The Enneagram reveals humanity's need for grace as it demonstrates the addictive nature of human behavior. Our attachment to psychological and spiritual addiction is relentless because, unassisted by grace, it is blind. To give in to one's prime addiction not only appears to be the most natural way to respond to a person or situation, it also appears to be the only logical or correct choice.

The experience of failure is often the direct result of our acting from a motivation fueled by a psychological and spiritual addiction. Failure can either cause us to intensify the prime addiction through anger, denial, withdrawal from life, and blaming others, self, or the Deity or prompt us to accept grace and weed out the destructive elements in life that led to this experience, thus opening the possibility of new and exciting growth.

Recognition of your prime addiction is essentially a spiritual awakening. The persistent inner voice of consciousness has refused to be silenced by the boisterous demands of the ego. What had been identified as sacred - the ego-fashioned belief system - is revealed as profane in the light of heightened consciousness, which, once awakened, takes hold and modifies the problems caused by deeply rooted dysfunctional motivation. The choice to pursue the inner voice releases a spiritual longing that accompanies us as seekers in our discovery of the richness of life.



With all the benefits that accompany personal growth, one may wonder why anyone would not choose this exciting path. Often the answer is simple: changing our conscious values can cause our egos to scream out in pain, even though the promise that change brings is freedom, new life, and fulfillment. Identifying your prime addiction can be difficult, embarrassing, and painful; however, it is the beginning of a process that can unearth the irresistible treasure of a new and more fulfilling life.

Choosing Illusion over Reality

The Enneagram does not describe personality types by simply portraying characteristics, tendencies, and preferences. Rather, its goal is to unveil motivation. It invites us to look deeply into self and touch that core that can only be identified as spiritual. It holds up to the human soul a stark mirror of reality, allowing those of us who dare to look into it the opportunity to acknowledge the distorted ways we have perceived ourselves, others, G-d, and the world. As the insight and intuition of a great portrait artist can reveal the breadth and depth of a subject's character, so too does the secret wisdom of the Enneagram delve beneath the appearance created by personality to reveal the person's essence.

Some people think that *spirit* and *spiritual* are words that name something unknowable, unreal, or illusory. This is not the approach of the Enneagram. In the language of the Enneagram, the essence or spirit of a person is the true self. Yahshua of Nazareth said, "Anyone who tries to preserve life will lose it; anyone who loses it will keep it safe" (Luke 17:33). His insight was that we live on two levels, one of appearances and the other of reality. We must detach ourselves from the first to discover the second.

The level of appearances is the untrustworthy aspect of a person, what modern psychology identifies as *the ego infected by egocentricity*. Ego often operates out of illusion and leads a person into unreality. The Enneagram treats the spirit as the preeminent aspect of a person, but one that must come to be known, experienced, and liberated. This goal is accomplished as the illusions of the ego are unmasked and discarded.

In studying the Enneagram, a person's essence or spirit is at first revealed by examining personality tendencies and characteristics. However, as students of the Enneagram, we must not allow ourselves to be caught up in these observations, for they will distract us from the Enneagram's deeper intent. The true focus of the Enneagram is to present the basic spiritual issues of human life: the ways people hurt themselves and others, the path of transformation, the possibilities for unleashing spiritual potential, the capacity to become a fully mature person, and the principles of constructive relationship with other people. Thus, the Enneagram is not so much about the way we are perceived by others as it is about the way we perceive ourselves, others, God, and the universe.

Although through the Enneagram ***we first identify ourselves in negative terms***, the Enneagram's perspective

is that every one of us begins life as an expression of the Divine. At the core of every person is a Divine Image, a strength signifying that each person is created whole and free. This whole and free person is born into a selfish world in which destructive attitudes control us from childhood on leading us down the blind alleys of life. As Fritz Kunkel has written, human beings come into a world controlled by egocentricity and become egocentric to cope with life. Soon egocentricity takes control. In a hopeful but desperate search for love, we bend and twist our human souls and in the process lose our integrity.

Egocentricity so blinds us to the realities of life that freedom to respond is soon replaced by mechanical reactions. In manipulating reality to meet our own needs, we hold hostage our own individual and communal freedom, thus preventing ourselves from experiencing the fullness of life. The Enneagram describes the choices people make to live in illusion rather than in reality-on the level of ego rather than spirit. Attitudes that are objectively destructive are subjectively seen as helpful. Attitudes that are objectively helpful are subjectively evaluated as inferior. By organizing these pretenses around egocentricity, people conclude that they are lovable and acceptable only when they choose to give in to their prime addiction. The Enneagram reveals how prime addiction and dysfunction always masquerade as good; the notion of what makes people good, of what is important or real in life, is turned upside down and inside out.

Thus although much of our initial work with the Enneagram is spent in identifying self-defeating attitudes and behaviors, the underlying purpose is to discover that these compulsive attributes are but distorted gifts. In taking an honest look at ourselves, we find the raw material of goodness and creativity that, freed from distortion and compulsion, will propel us into a future of dreams fulfilled.

Becoming a Work of Art

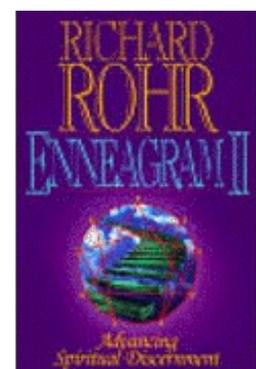
The secret wisdom of the Enneagram is revealed in its extraordinary accuracy in describing human nature, thus forcing each individual who studies it seriously to know him- or herself thoroughly. Through self-knowledge each person is then able to relate freely with self, others, the universe, and God.

As you work with the Enneagram in the following pages you will experience a wisdom that is, in a certain sense, endless. It is an evolving knowledge that begins with an awakening-to the truth of human nature and to the true potential human beings possess and to the ways people get caught in an ever-narrowing labyrinth that compresses and distorts their true selves. This awakening process is the invitation to embark on the journey of genuine personal growth.

If you accept the invitation and follow the path, this mysterious journey will lead to transformation, regardless of your pattern in the Enneagram. Those who continue to pursue this journey become seekers of wisdom who see and understand the importance of the inner work to which human beings are called during their earthly lives.

There are many different approaches to the Enneagram available today through books, workshops, and institutes. We present an approach that is our own, coming from our own research, observations, philosophy, theology, and insights. Though we are familiar with the work of others, we have used our own perceptions as the main guide for this work.

This book is an introduction to the secret wisdom of the Enneagram, but the true potential of the Enneagram is revealed in the living of it. There is a principle in the Work-the name Gurdjieff gave to the ideas that support the Enneagram - that says, "Books are like maps, but there is also the necessity of traveling."



The Enneagram's potential is the ability to guide us in practicing the art of awakening and transformation-to help us choose the wisdom and grace that can set us free. Freed from the entanglements of our own egocentricity, we will no longer see other people as puzzles to be solved but works of art to be appreciated.

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Personality Types

The ONE KEY PERSONALITY TYPE - The PERFECTIONIST / REFORMER

ONEs set high standards and expect the best out of both themselves and others.....are into improving things strive for perfection they dress neatly and appropriately have a high level of honesty and integrity are responsible, capable and dependable they keep their word and can be counted on have strong self-discipline judge things as either right or wrong have lots of shoulds and oughts they believe in and will follow rules are organized and orderly like everything in its place and have a place for everything they feel they know what is truly correct and right will strongly stand up for what they believe is right and find it very difficult to compromise their standards they would like everyone else to see and agree with their point of view.

SOME KEY TRAITS OF The PERFECTIONIST / REFORMER

ONEs tend to strive for perfection: Whether in the home or at work, there is at least one aspect of their life that ONEs will strive toward perfecting. Although one aim of this striving for perfection by ONEs is aimed at gaining praise, an even greater motivation for their need to live their life the "right way" is to avoid any potential criticism, either from others or from their own internal critic. This drive toward perfectionism supports the ONEs high ideals and their deep sense of right and wrong relative to their ideals. As high as a ONEs expectations might be of others, their own self-expectations are even tougher. They tend to get overly frustrated by having to live up to the high standards of their own level of self-perfection, and at not being able to live up to their perfect ideals that they mentally have for themselves. This creates a constant internal comparison of the way things are to the ONEs ideal of the way things "should" be.

ONEs tend to want to reform others: ONEs are driven toward improving themselves as well as the world around them. They want and tend to encourage others to have, and live up to, the same standards and ideals they have for themselves. Being convinced of the righteousness of their own ideals and convictions they feel compelled to support others in embracing their (the ONEs) ideals and standards. They strongly believe that if others could follow their high standards then the world will be a better place for everyone. As they see very others slip from their (the ONEs) standards they are compelled to help them get back on the track. The ONE knows the "right" way, and they have a sense of duty to show others "the" right way!

ONEs tend to be very organized and orderly: ONEs tend to be meticulous, a place for everything and everything in its place. They are detail oriented, knowing just how things "should" be. With the help of their highly powerful internal critic, ONEs are compelled to mentally categorize everything into good or bad and right or wrong. For them everything tends to be either black or white and no room for any gray areas; they tend to have a low tolerance for any loose ends. ONEs work hard at keeping things neat and orderly so that things will work out right. They are detail planners and they know just how tools, procedures and rules should be treated and organized for everyone's good. They tend to like things clean and neat, and when they become frustrated or mad they will tend to occupy themselves doing cleaning and organizing to make everything right.

ONEs tend to have a high level of honesty and integrity: The motivation behind being honest for the ONE is to limit their inner critic's reprimanding them for doing something wrong. With their strong sense of right and wrong and the attendant list of "shoulds" and "oughts", honesty for them has to be the best policy. By being so honest, ONEs can come across to others as do-gooders who always stick to the rules. However, to a ONE this is the only way they know how to be. What a ONE might think of as a suggestion comes out to others as "you should or else ..."

The ONEs high level of rules and standards as an asset: The ONEs non-personal standards and objectivity can all work together and be very valuable and create excellent results in certain jobs and tasks that require a high level of rational and critical sense such as quality control, proof reading, legal advisors, accounting, property appraisal, insurance adjusters and secretaries.

ONEs tend to stand up for what they believe is right: ONEs have a strong sense of what is right and wrong in the world and they are not afraid to stand up for what they believe to be right. They tend to be strong supporters of the causes that they believe in. A ONEs' cause may be religious, political, environmental or in the economic/business arena. "Save the Whales" or a similar cause can be a rallying cry for a ONE. They are easily able to see the correctness of these issues and can be powerful debaters and spokespersons for their causes.

The PERFECTIONIST / REFORMER CONTRIBUTIONS TO THE WORLD

With their high ideals ONEs make significant contributions to the causes they deem worthwhile. The cause they support may have a long term goal that does not need to be immediately successful (e.g. the elimination of starvation on the planet), as long as they sense that they are working and contributing toward an ideal they believe in.

The ONEs attention to detail can contribute to jobs that need detail, such as those requiring math, correct grammar or precise explanations. They have an almost uncanny ability to see imperfections in almost any form, from tax forms to legal agreements; the ONE can spot just about any discrepancy that can be found. Through their striving for perfection and their high ideals ONEs can make inspiring teachers and great leaders of causes. They become the great crusaders leading the "battles" for justice and integrity.

Well known people considered to have a ONE personality: Ross Perot, Nancy Regan, Ralph Nader, Hillary Clinton, Martin Luther, Katherine Hepburn, Sidney Poitier, William F. Buckley, Ann Landers, Tom Smothers, Emily Post, Ralph Waldo Emerson, Peter Jennings, Jacqueline Onassis, Bill Moyers, Glenda Jackson, Abraham Lincoln, Angela Lansbury, Jerry Falwell, Margaret Thatcher, Charlton Heston, Meryl Streep, George Bernard Shaw, Harrison Ford, Vanessa Redgrave, Sandra Day O'Conner, Gregory Peck, Charles Dickens, Barbara Walters, Nelson Mandela, Mary Baker Eddy, Eric Severeid.

WEAKNESSES of the PERFECTIONIST / REFORMER PERSONALITY

Allowing themselves to be slavish about their sense of what is right and wrong has a tendency to become dogmatic with inflexible opinions. ONEs can become addicted to taking their perfectionism too far, developing a tendency to become overly self-righteous and intolerant of any other viewpoint but their own.

As demanding and righteous as they may be to others, ONEs are, in fact, even more demanding and critical of themselves. They tend to have a persistent and ever present self-critic that is continually setting and monitoring the standards and ideals that few humans would ever be able to attain leading to an anger that many times gets

turned against others.

HOW ONEs TEND TO COMMUNICATE

It has been said that everything about us and everything we do communicates something; the clothes we wear, the cars we drive, the words we use in our conversations all paint a picture of us in the minds of others. So in reality, no matter what we do or say, we are always communicating information about us to others. ONEs have a tendency to communicate in what many describe as a "preachy" style. Others come away from a conversation with a ONE having been told what the right thing to do is. They can be very persuasive with a slight undertone of anger which comes across as "if you don't do this, or do it my way, it will be wrong or incorrect." ONEs do not mind giving advice, but they dislike having to tell the same thing to someone more than once; they have a low tolerance for people who don't get or pay attention to what they tell them the first time. ONEs tend to dress and groom themselves with great attention to detail and correctness.

SOME PROBLEMS AREAS and GROWTH PATHS of the ONE PERSONALITY TYPE

ONEs generally have difficulty handling any type of criticism. They gain much self growth as they work with themselves to become less defensive and more open to appropriate outside input.

ONEs often have difficulty recognizing when they are angry and they tend to stuff and suppress their anger until it boils over. Growth comes as they learn to express their anger in appropriate ways, and not let it build up to destructive proportions.

ONEs tend to always be striving for perfection. They are on their path to growth when they realize that doing their best is all that's required, and by learning to relax and enjoy life more. ONEs have a tendency to believe that they are the only ONEs that can "do it right." They grow by learning to let things go, encouraging others to do their best and acknowledging others for what they do get done.

ONEs are seldom totally satisfied with what they, themselves, produce. They are growing as they learn to be less critical and appreciate themselves for what is accomplished.

ONEs tend to become overly upset when things go wrong. Their path to self-growth comes as they realize that in most cases people are doing their best, and acknowledging them for what is accomplished.

The TWO KEY PERSONALITY TYPE - The HELPER / CARETAKER

TWOs like people to like them they enjoy helping others want to be needed and need to be loved they consider the needs of others before their own and act on their feelings rather than logic they are considerate, warm and empathetic like to nurture and care for others and listen to others from the heartthey easily give compliments understand the feelings of others and look for the good in others they accept others easily at face value like to please and put a high priority on friendship they have lots of friends and close relationships and are good friends.

SOME KEY TRAITS of the HELPER / CARETAKER Personality

TWOs tend to enjoy helping others: TWOs enjoy and have a great capacity for helping others. They tend to

be always available and ready to help, to give whatever assistance is needed to others. In fact, they seem to be paying constant attention to the feelings and needs of others. If you have a TWO in your life, you know they will be there for you either in a crisis or just to give some loving support. The underlying motivation in their helping others is to not only give needed support, but also to be able to get the approval and acknowledgment that the TWO needs to make them feel wanted and loved.

TWOs tend to be very giving and caring to others: TWOs have a deep inborn natural understanding of human nature, and what it takes to support and care for others. They are easily able to adapt to the needs of others, with just the right word, deed or gift. They are very giving of their own personal time and things. Generous to a fault they want people they care for, or many times barely even know, to feel cared for and nurtured. Saying the right thing or finding just the right gift or present is done with taste and always with feeling.

TWOs tend to be very empathic to the feelings of others: TWOs seem to always understand what others are feeling and need. They have a tendency to take on others' experiences and lose themselves in them. The hurts, concerns or problems of those they care for can easily become the TWO's hurt, concern or problem. They seem to merge with others to better understand their inner needs. They can be quite sensitive to the concerns and pain of others and appear to have a sixth sense of what others are going through. They can be of great comfort to others as "someone who understands" their concerns, pain, problems. TWOs pay attention to the feelings of others more than any of the other eight personality types.

TWOs tend to consider the needs of others before their own: TWOs will tend to drop everything, including their own needs, to help others. The needs of someone they care for becomes their need. This becomes a problem for the TWO to the degree that they start to see the need in everyone, and their world becomes a very needy place. TWOs learned early in their lives that they felt better about themselves when they were attending to the needs of others, rather than their own. As a result, they may not have developed a healthy understanding of themselves and their own needs. Being always on the lookout for ways to be of service to others, their lives can go up and down like a yo-yo as they react to attending to other peoples needs and problems. TWOs may find themselves giving an unlimited amount of their time in supporting others and allowing very little time for paying attention or taking care of their own needs.

TWOs tend to see everything as a service: Many TWOs create their jobs and careers as an act of service, such as being in the service professions as doctors, social workers, personnel managers, teachers and counselors. Any profession with no outlet for serving or being needed would be uninviting to a TWO. Off the job they enjoy giving their time as the Brownie troop leader, the volunteer at the soup kitchen, PTA or service club secretary.

TWOs tend to act from their heart or feelings: TWOs are deeply feeling people. They act and react from a highly subjective point of view in reaction to how things effect them and their feelings. Their feelings are both their antenna to the outside world and the barometer of their ups and downs. Did they like me? Did they seem mad at me? Do they really appreciate me!! In search of positive feedback to their willingness to help and be of service, **TWOs** easily show an interest in everyone's affairs. They love providing advice and somehow know just what is right for the other person; which can lead to being overextended in their relationships and social commitments for many **TWOs**.

TWOs like to have lots of friends and close relationships: TWOs attract many people to them with their warmth and caring. They develop a support group of relationships to whom they can give them their caring attention and energy. They can be quite busy on the phone trying to stay in constant contact with people. As a

parent, their families are very important to them; they need to feel needed by their children and their spouse. Married female TWOs have a tendency to merge with their spouse and can be a strong support behind their success, many times at the sacrifice of having their own career. TWOs mainly like to be involved within small groups or in one-on-one relationships. If they are involved in a large group event they prefer to be a behind-the-scenes support person.

The HELPER / CARETAKER CONTRIBUTIONS TO THE WORLD

TWOs are the greatest helpers in the world. They are highly sensitive to others, seeming to understand what others need even before those others do themselves. Warm and kind they make others feel important, loved and better about themselves. As a support person, they can be a great asset to people in power and play an important part in their success.

TWOs take the time to make celebrations happen and are always there with a special gift. Very thoughtful to other people, they can seem like a warm fire on a cold day. They are naturally accommodating, making good conflict mediators or diplomats. They are touchy-feely people who are always ready to give everyone a big hug.

Well known people considered to have a TWO personality: Leo Buscagila, Mother Teresa, Edith Bunker, John Denver, Ella Fitzgerald, Bill Cosby, Johnny Mathis, Sandy Duncan, Danny Thomas, Dolly Parton, Mahatma Gandhi, Doris Day, Harry Belafonte, Barbara Bush, Mr. Rogers.

WEAKNESSES of the HELPER / CARETAKER Personality

Average or unhealthy TWOs have a tendency to use their helping and giving as a subtle, or not so subtle, form of manipulating others. Down deep many TWOs are looking for a return on their investment of helping and giving. They desperately want to receive tokens of love in return through acknowledgment, gratitude and a show of appreciation from those to whom they gave. They tend to feel that they have no value in the world if they are not needed. If they get involved with a group or are in a meeting and feel they are not needed, they will not participate and exit at the first opportunity feeling it is a waste of time.

HOW TWOs TEND TO COMMUNICATE

It has been said that everything about us and everything we do communicates something; the clothes we wear, the cars we drive, the words we use in our conversations all paint a picture of us in the minds of others. So in reality, no matter what we do or say, we are always communicating information about us to others.

TWOs are the "touchy feely" style communicators. They have a seductive quality of communication that tends to be close, intimate, caring. They enjoy closely paying attention to what others are telling them, giving advice and being flattering. They do not seem to mind asking personal questions and getting close to others if they feel they can help or give others advice "for their own good."

TWOs communicate on a feeling level and on matters of the heart they are not afraid to express their emotions and tell how they feel. Although very open to asking very personal questions of others, they may not be very open to answering the same kind of personal questions about themselves.

SOME PROBLEM AREAS AND GROWTH PATHS OF THE TWO PERSONALITY TYPE

TWOs often feel unappreciated for the help they give others. Growth comes as they learn that giving to and helping others is its own reward, not the response they get back for their actions.

TWOs have a tendency to put all of their energy into looking out for and taking care of the needs of others without taking care of their own needs. They are growing as they come to realize that their first responsibility needs to be toward their own well-being and that the better they are able to handle their own needs, the more able contribute to others they will be.

TWOs often allow their actions to be dictated by their emotions. Growth occurs as they learn to be more objective in making decisions and taking action.

Many TWOs tend to feel they are victims of life. They are on their growth path as they learn to build their own self-confidence and depend less on others for their self-esteem.

The THREE KEY PERSONALITY TYPE - The ACHIEVER / PERFORMER / MOTIVATOR

THREEs are competitive and achieving ... they are aggressive in getting tasks and projects completed ... like titles and recognition ... and dress for success ... they are good at enrolling and motivating others ... and making a good impression is important to them ... they are good at organizing projects and people ... are good communicators ... are doers and like to accomplish things ... they are proud of their successes and accomplishments ... are goal setters and decision makers ... they are players versus spectators ... and like to be part of the action ... they are enthusiastic, social and charming.

SOME KEY TRAITS Of The ACHIEVER / PERFORMER

THREEs want to achieve in life: THREEs are doers and have an inner drive toward achieving success at whatever vocation they choose for themselves. Many THREEs are motivated toward wealth and status. They are highly competitive and will adapt to whatever they think will support them in achieving the goals and recognition they desire.

THREEs love the position of being a winner and getting the acknowledgment and attention winners get. Their own assessment of winning and achieving success may include wealth, driving a status car, belonging to the best clubs, awards, and being stars at school. They will strive to be #1, the best, or top of the class.

THREEs tend to be performers and like to "look good": THREEs are highly adaptable. They will strive to improve themselves and make whatever changes are necessary to move them toward the successful outcomes they seek. Their radar for success gives them an uncanny ability to be at the right place at the right time to be the right person for the greatest chance of success. Dressing for success and "looking the part" are important to THREEs. They tend to have a pleasing appearance knowing what accessories to use for the "part". They can switch from a pair of fashion jeans to a charity ball formal in no time and look great at both.

THREEs tend to be organized and efficient: For a THREE, efficiency and organization are the paths to success. If they are in sales, and many are, their credo is "He who gets the most sales in the shortest time wins". They work hard, many times becoming workaholics, to get to and keep the status of being number 1, top producer, best in class. They have no problem applying whatever means it takes to get them to their target

goals; for a THREE, the end always justifies the means. They tend to be constantly re-evaluating and re-establishing their goals and re-organizing the resources to obtain them.

When success can be seen or is assured, the THREE will put everything they have into obtaining it. They are not your 9 to 5 worker; overtime to them is just a necessary part of moving toward their goals. Known for their successes and being able to "get the job done", many times they are given even more work to accomplish. They are the people behind the old saying "If you need to get something done, give it to a busy person."

THREES are good communicators and team leaders: Highly verbal and sometimes quite glib, THREES use their own motivation as an example to motivate others. They enjoy displaying the trappings of success and make use of their communication skills to project the job to be done. The charm of their convincing charisma can influence and persuade people to accept and take on their viewpoint. They are excellent networkers and their enthusiasm carries over to others, inspiring them to join in their successes. Many of the most successful people in "Multi-level" or "Network" marketing are THREES which is a good example of their ability to share their success with others so they can be even more successful.

THREES are good promoters: A major reason for the success THREES have in promoting themselves and their goals is that they can be so convincing, seeming to be and believing 100% in whatever they are promoting. To the THREE, they "are" the company or product they are promoting. Highly self-assured, they give their own successful image to whatever it is that they are promoting.

THREES can be very social and charming: THREES are very comfortable in social situations and are able to project just the right image for the occasion. They can be very motivated by status and prestige and will do what is necessary to learn and perfect the social skills required to be accepted.

The ACHIEVER / PERFORMER CONTRIBUTIONS TO THE WORLD

The United States is very much a THREE environment. The general belief is that if you set high goals and work hard to reach them, anyone can be successful in America. THREES are hard working, enthusiastic, and inspire confidence to get the job done. In their success they motivate others to be successful and set an example for many to follow. Almost everyone is drawn to what a THREE represents, success through hard work, distinguishing themselves in the eyes of others, helping others climb the ladder.

Well-known people considered having a THREE personality: Donald Trump, Farrah Fawcett, Anthony Robbins, Arnold Schwarzenegger, Brooke Shields, Jimmy Connors, Cybil Shepherd, William Shatner, (president) Bill Clinton, Murphy Brown, Joe Namath, Mary Lou Retton, Bruce Jenner, Tom Cruise, Helen Gurly Brown.

WEAKNESSES Of The ACHIEVER / PERFORMER PERSONALITY

While success is important to almost everyone, different people define true success differently. THREES have the tendency to lose themselves in their quest for success. They will adopt practically any look, speech, or attitude to be successful. They become driven by the trappings of success rather than what they really want. For some people they appear as phony, a shell without anything inside. For the average to unhealthy THREE, the fear of failure can become so great that they will do anything, without remorse, to achieve or maintain success. They will use unscrupulous and even illegal ways to be and stay successful; success at any cost.

HOW THREES TEND TO COMMUNICATE

It has been said that everything about us and everything we do communicates something; the clothes we wear, the cars we drive, the words we use in our conversations all paint a picture of us in the minds of others. So in reality, no matter what we say or do, we are always communicating information about us to others.

A THREE can sell ice to Eskimos. They seem so sure of what they say, so utterly knowledgeable, that there is little others can do to disagree with them. At their best they can convince you of what you really do need, at their worst they are the ultimate huckster and showman.

SOME PROBLEM AREAS AND GROWTH PATHS FOR THE THREE PERSONALITY TYPE

THREEs tend to be overly concerned with how they appear to others and what kind of impression they are making. Growth comes as they learn to be more genuine and authentic in their interactions and less concerned with just looking good.

THREEs will generally do almost anything to "avoid" failure. They are growing as they learn to recognize their own self-worth and their value in accomplishing things.

THREEs have a tendency to not only work hard and be competitive on the job, but to make "play" competitive and hard as well. Growth comes as they learn to ease off and relax and just enjoy being with others.

THREEs may have a problem with delegating things to others. They are on the path of growth as they learn to trust that others will do their best to get the job done, many times as well or better than they can.

THREEs tend to overly value the achievement of goals and success. Growth comes with their ability to make the people that brought about the success as important as the goal itself.

THREEs tend to always look toward the future for their happiness. They grow as they learn to experience more satisfaction and happiness in the present.

The FOUR KEY PERSONALITY TYPE - The AUTHENTIC INDIVIDUALIST

FOURs like to think of themselves as being special and unique they like spontaneity but do not adapt easily to change, especially with relationships they tend to dress and do things with some flair and style have good imaginations are creative and often quite artistic they notice details and appreciate beauty are sensitive to their own emotions tend to overreact to criticism and to take things personally they often feel misunderstood are empathetic to feelings of others and can get caught up in causes they don't react well to expectations of others and they do not like to be part of the crowd or to feel ordinary.

SOME KEY TRAITS Of The AUTHENTIC INDIVIDUALIST

FOURs have the need to be authentic: FOURs feel they are special and that they need to be true to themselves and their feelings. They constantly want to know more about themselves and to understand themselves in relation to the world, other family members and their environment. In finding out more about themselves they are looking to confirm just how unique they really are. This search for their true authentic self,

the self that they know is inside them waiting to be expressed, is a key feature to their type. This need to express their “authentic” self motivates them in their search for the perfect relationship and for beautiful and emotional experiences in their lives.

FOURs tend to be individualistic: FOURs make every attempt to avoid being ordinary, average, plain or just one of the crowd. They see themselves as one-of-a-kind “special” individuals following the beat of their own drummer and in touch with their inner voice or drive. They show their need to communicate their individualism as an expression of themselves. This can show up in their job or vocation, their clothing and way of dressing, in their homes or work environment. Uniformity and normal means death and restriction while individualism and uniqueness means life and freedom.

FOURs tend to dress and do things with flair and style: Their expression of their individualism is often accomplished through fashion and dress. Rather than dressing in something “off the rack,” they will design or “throw together” something in the latest fashion or completely unique to express their own style. Their sense of beauty adds to their drive to express themselves. Most often seen in youth, and more subtly in adults, the latest trendy fashion dresser is a FOUR. Things that are new and different have a special attraction to a FOUR in their wanting to feel and be special and different.

FOURs are creative and often quite artistic: FOURs have an aesthetic look for life. They are able to see the hidden beauty in things that many of the other personality types do not. They need and are constantly looking for ways to express themselves; ways to bring their inner world out. Creating something is a way for them to understand themselves as well as a way to live that expression. Their strong level of emotions draw on hidden levels of creativity.

FOURs tend to be sensitive to their own emotions: FOURs emotionally experience the highs and lows that life has to offer more than any of the other personality types. For a FOUR, life can seem like a roller coaster ride. Always on a quest for beauty, uniqueness, the perfect love, the true romance in their life, they have both strong attractions and dislikes in their constant comparison against their sense of the ideal. Their depth of feeling and emotions make them feel alive as opposed to the regularity of feeling ordinary. FOURs pay close attention to their feelings in order to gain the deeper understanding of themselves that is so important in their quest for authenticity. Being overly sensitive to any kind of criticism, they can be easily triggered into depression by just a minor critical remark from someone important in their life.

FOURs tend to be empathetic to the feelings of others: FOURs have known the pain and joys of life and have a way of tapping into the feelings of others. They tend to be emotionally honest, using feeling to inspire and direct. For those they are close to, FOURs they will be there in a crisis with empathy and support. In fact, the four feels very alive sharing in a special non-ordinary moment of pain or tragedy.

FOURs tend to feel misunderstood: FOURs have great difficulty being able to totally express or describe what is going on emotionally in their lives. This may often times lead to their feeling down and depressed; like something is missing in their life. They feel the pain from the misunderstanding of others, of what they say or do and not really being able to express themselves as adequately or perfectly as they would like in order for people to understand them.

THE AUTHENTIC INDIVIDUALIST'S CONTRIBUTIONS TO THE WORLD

FOURs are creative and often quite artistic. With an ability to see hidden beauty in things, they are constantly

looking for ways to express themselves, ways to bring their inner world out. Being creative and tapping into the beauty of the world are traits that the FOUR tends to bring to any working environment, be it working in a bank, department store, teaching, interior, clothing or just about any kind of design, anywhere they choose to be.

FOURs share their sense of beauty with the rest of the world. Intuitive and tuned in to this sense of beauty and style, the FOUR contributes much to the world. They are many times the depth gauge for the other personality types, dipping into their strong emotions to create plays, films, books, music that we can all enjoy.

Well known people considered to have a FOUR personality: Kate Bush, Robert Bly, Oscar Wilde, Joni Mitchell, Marion Brando, Bette Davis, Robert DeNiro, Sarah Bernhardt, Edgar Alien Poe, Vanessa Redgrave, James Dean, Marilyn Monroe, Rudolf Nureyev, Martha Graham, Tennessee Williams, Judy Garland, Vincent Van Gogh, Scarlet O'Hara, Francis Ford Coppola, Virginia Woolf, Don Riso, Winona Ryder, Billy Crystal, John Lennon, Daniel Day Lewis, Joan Baez, Orson Wells, Cher.

WEAKNESSES OF THE AUTHENTIC INDIVIDUALIST PERSONALITY

Average and lower level of health FOURs tend to envy what they perceive that others have that they don't. They can sometimes get so caught up in their emotions about what they feel others have that they lack, that they begin to look to others to fill this void or what they see as the source of their emptiness. This may lead them to an addiction to a love relationship and to looking to others to give them what they feel they are missing. A sense of tragedy can be pervasive in their life, taking them on a continual search for things to make them feel special. They tend to feel misunderstood by others and have difficulty being able to clearly express what is going on emotionally for them.

FOURs have a tendency to dwell in their past, in their losses, and in the drama of their melancholy feelings. Overly sensitive to any kind of criticism, they can be easily triggered into depression by just a minor critical remark from someone important to them. Their being so sensitive to criticism can lead to low self-esteem and self-doubt, causing them to withdraw even further into their emotions and leading to isolation and depression. As they experience life's highs and lows, life can seem like an emotional roller coaster ride for a FOUR.

HOW FOURs TEND TO COMMUNICATE

It has been said that everything about us and everything we do communicates something; the clothes we wear, the cars we drive, the words we use in our conversations all paint a picture of us in the minds of others. So in reality, no matter what we do or say, we are always communicating information about ourselves to others. FOURs can be dramatic in their communication. It may be overstated or understated but is usually not ordinary. They have a deep sense of non-verbal communications that can be expressed in dance, photography, sculpture, or other forms of artistic expression.

SOME PROBLEM AREAS AND GROWTH PATHS FOR The FOUR PERSONALITY TYPE

FOURs tend to bring a lot of drama into their lives and to dwell on the upsets created in their relationships. They are able to foster their growth as they learn to be more objective, rational and more in control of their emotions. FOURs tend to easily get emotionally down and can experience serious depression about life in general. Growth comes from their learning to live more in "true" reality, rather than in their fantasies, and to be more

accepting of the way things are. FOURs see themselves as being special, and they can often appear to be aloof or elitist to others, precluding possible relationships. They are on the road to growth as they learn to be comfortable with who they are and to be more accepting of others as they are, and not separating themselves from those who don't see them as being special.

FOURs can get so caught up in their emotions that they procrastinate with getting the important things done in their life. Growth comes out of their learning to be more in action and less caught up in their emotions. FOURs can have strong feelings of shame for even small mistakes, causing them to try to cut themselves off from further exposure. They find that as they are able to strengthen their self-esteem and character they are more able to look upon their mistakes as paths to growth and improvement.

The FIVE KEY PERSONALITY TYPE - The OBSERVER / PHILOSOPHER

FIVEs are analytical and logical they tend to be original, knowledgeable and insightful thinkers are very independent and dislike competition or any kind of supervision they are very self-sufficient and quite private they enjoy being by themselves and doing things on their own they prefer to observe rather than participate and are highly reflective about everything in their lives they are very curious and enjoy gathering information and knowledge they like being an expert are focused when interested and need to get the big picture they are emotionally detached are in the world of thoughts and are reluctant joiners they strongly dislike small talk and are generally not at ease in social situations.

SOME KEY TRAITS of The OBSERVER / PHILOSOPHER Personality

FIVEs tend to be observers rather than participants: Being highly reflective about their lives and everything in their environment, FIVEs tend to observe and mentally gather information before participating. The energy of a FIVE tends to get easily drained when they have to participate in groups, making small talk, or having to be “on” for other people for any length of time. FIVEs tend only to be able to recharge their energy batteries when they are able to have time alone and off to themselves.

It is especially important for the FIVE to have some private place which they can call their own where they are able to think and read. FIVEs tend to be very good at figuring things out, however, they will only offer to contribute their thoughts and viewpoints after they have had time to understand and feel they have the whole picture.

FIVEs tend to be original and insightful thinkers: FIVEs like to be in the world of ideas and to “tinker” with concepts and ideas. They tend to be good at synthesizing concepts and putting together new and inventive ideas. As a matter of fact, creative and exciting ideas tend to pop into their heads on a regular basis. They have a strong tendency to compartmentalize everything in their minds. They are able to move ideas and concepts around in their head and can be quite reflective and contemplative of just about everything around them.

FIVEs tend to be analytical and logical: Words are important to a FIVE, and they tend to reflect on and think about what was said in a conversation. They have a need for words and information to be precise. They will want to learn and understand all of the parts and to analyze things until the precision they require is reached for it to be logical to them. They tend to think things out by taking in what is going on and logically breaking it down to try and understand it.

FIVEs are not easily swayed by emotion: When there are emotions involved, either theirs or someone else's, they will analyze it with logic and reasoning. For FIVEs, thinking is an actual "doing" activity in their minds and, as a result of all of this on-going mental activity, they can get quite physically exhausted by all of their thinking and analyzing.

FIVEs tend to be self-sufficient and have a need for freedom: FIVEs are very good at not letting themselves get too attached to anyone or anything. They don't like being encumbered or to owe people. They tend to prefer living within modest means so as to not be bound to people or things. They see this as freedom to be able to explore wherever their new and exciting thoughts take them. Cherishing their privacy and the ability to be with themselves, FIVEs are happy in the freedom of their "own world" of knowledge and exploration with minimal entanglements and frustrations about others' opinions.

FIVEs thrive on independence and dislike any kind of supervision: FIVEs do not like being told what to do, or for that matter, telling others what to do. To be supervised or told what to do, to a FIVE, means that they are being judged about what or how they are doing and if they are doing a good job or not. To a FIVE, only they know how good or great a job they are really doing, and they know how competent they really are without anyone telling them.

FIVEs are generally curious people: FIVEs are forever exploring new ideas and possibilities. They are very good at pursuing and gathering information and knowledge about almost anything that they have a particular interest in or that intrigues them. Life offers so many questions and FIVEs want to pursue and learn the answers to them all.

FIVEs like to be an expert: FIVEs will tend to focus on and become experts on special subject areas that interest them. They would rather create their own systems rather than be a part of someone else's. When asked their opinion about a subject that they know well (actually very well) they will open up and can be quite helpful and personal. FIVEs like to show off their knowledge from time to time but only to people whom they believe will appreciate what they share.

The OBSERVER / PHILOSOPHER's CONTRIBUTIONS TO THE WORLD

FIVEs tend to make their contributions to the world in the area of intellectual thinking. None of the other key types are able to delve into areas of knowledge as deeply as the Observer / Philosopher, and few are able to develop the depth of understanding of a particular subject. However, this does not mean that all FIVEs are librarians or researchers, it simply means that FIVEs value and gather knowledge and information in the areas which interest them. FIVEs can contribute a great deal to others in the areas which they make themselves experts in. FIVEs also make a contribution with their ability to synthesize different subjects, finding new connections and new variations on ideas and things that can be important to the future knowledge regarding a particular subject area.

Well-known people considered to have a FIVE personality: J. Paul Getty, Brent Scowcroft, Emily Dickinson, Howard Hughes, Franz Kafka, Al Pacino, J. D. Salinger, Michele Pfeiffer, Jerry Brown, Henry Fonda, Greta Garbo, Albert Einstein, John Richards, D.H. Lawrence, Stephen Hawking, Sigmund Freud, Anthony Hopkins, Bobby Fischer, Thomas Edison, Isaac Asimov, Jeremy Irons, Friedrich Nietzsche, Buddha.

WEAKNESSES of The OBSERVER / PHILOSOPHER PERSONALITY

It seems to be the nature of the human system that many of our greatest strengths, or what seem to be our strongest attributes, have a flip or negative side to them. In the case of the FIVE, their deep and sometimes all consuming intellect may produce a detached hermit that only wants to be left alone with their ideas. Another major problem for FIVES is that they many times appear like they prefer to be an “outsider” to others because participation in social groups outside of the areas that they specialize in tend to hold little interest for them. A further problem impacting their relationships is their tendency to have low tolerance for slow or mediocre thinking in others due to their keen and knowledgeable minds.

HOW FIVES TEND TO COMMUNICATE

It has been said that everything about us and everything we do communicates something; the clothes we wear, the cars we drive, the words we use in our conversations all paint a picture of us in the minds of others. So in reality, no matter what we do or say, we are always communicating information about us to others.

FIVES tend to be somewhat subtle in their communications. It is a paradox that FIVES have so much in their minds and relative little tends to come out of their mouths. Verbal communication on their part will usually be minimal unless it is on a topic they feel comfortable talking about, such as a subject that they feel they are expert on. A FIVES language and communications may also contain a lot of jargon or “techno speak” that seems very normal to them, but tends to confuse or put off others who may not be as well versed in their particular field of expertise. FIVES tend not to be very expressive in the way that they dress or with their other personal items, preferring not to stand out too much or be conspicuous.

SOME PROBLEM AREAS AND GROWTH PATHS FOR The FIVE PERSONALITY TYPE

FIVES often tend to be observers rather than participants in group and social events. They gain personal growth as they learn to be able to devote more time to participating and spend less time in their heads.

FIVES will strongly avoid being controlled in any way and tend to dislike being supervised or being told what to do. Personal growth comes as they learn to be more open to the input of others which may be helpful and a positive contribution.

FIVES have a tendency to gather information and then to be stingy about sharing it. They are able to expand their personal growth as they learn to share their knowledge and information with others.

FIVES try to be totally self-sufficient and will often have difficulty requesting any kind of help or assistance from others. Personal growth comes as they find that no one is an island and they become more open to the input and assistance of others.

FIVES tend to hoard their time to themselves and can be quite stingy with sharing their time and resources. Their personal growth expands as they expand their participation in life and become more open to spending time with others.

The FIVES tendency to be rational and logical can make it quite difficult for them to be in touch with their feelings and emotions. Personal growth comes from their being able to receive the input and acknowledge the value of their emotions and the feelings of others.

The SIX PERSONALITY TYPE - The LOYAL TEAM MEMBER

SIXs are loyal, warm and faithful friends they are reliable careful in their responsibilities and have a strong sense of loyalty and duty they can be threatened by too much change prefer established structure and lean toward the tried and proven they like clear rules and directions and can become stressed over instability they are somewhat cautious tend to worry that things might go wrong and prefer the older and wiser to make decisions they take their responsibilities seriously are hard working dependable, faithful, trustworthy and true champions of their causes.

SOME KEY TRAITS of The LOYAL TEAM MEMBER PERSONALITY

SIXs tend to have a strong sense of loyalty: Once the SIX key type is able to establish trust in a person, family, group, organization, political party or even their country, they put their heart and head behind it. The loyalty of a SIX is deeply rooted as a place where they can belong and where they are valued. SIXs are known for not missing any days at work and their staunch support and defense of their family or organization against all threats. Once having gained their loyalty, you can count on their being steadfast in their cooperation and support when you need them.

SIXs tend to want to be part of a team: SIXs work well within a defined structure which provides purpose and direction in what they are doing. Being a part of a team spreads the level of responsibility they have to personally take on for which they are willing to forgo receiving all of the rewards that would come with being solely responsible. A job, family, or company can represent a team that the SIX can contribute to. They usually feel more comfortable and secure in the “second seat” where they are not solely responsible for making all the decisions.

SIXs tend to make more sacrifices for their family than any other type, contributing to the security and well being of all family members. Being well liked, reliable, hard working and loyal, they usually rise to the level of middle management where they feel comfortable in their professions.

SIXs prefer clear rules, laws procedures, and regulations: SIXs prefer to not be responsible for setting the rules, they just want to follow them. They tend to solve conflicts by going by the book and would tend to say: “If everyone would just follow the rules we would have fewer problems.” Within the structure there is freedom for them to act. The structure allows the SIX the ability to know they are doing the right thing and they are able to predict what is expected of them. Without the boundaries of structure the SIX tends to feel uncertain and uneasy having to “make up” rules as they go. To not know what is expected of them can be threatening and even frightening to a SIX.

SIXs will listen to a leader, or whomever they see as an authority: SIXs respect titles, be it President, Chairperson, Manager, Supervisor, Captain or Sergeant. They feel that an authority knows more than they do and are to be respected and followed. Sometimes the authority can be merely a friend or a spouse whom they respect who has a strong view on something. A strong part of this tendency is their belief that if they follow the word of the authority they are not personally responsible for any potential problems that might arise. However, if things do go wrong, they will tend to hold the authority figure accountable, but not themselves for their participation in the matter.

SIXs tend to feel threatened by change: SIXs tend to like the tried and proven, they will worry and can become stressed by too much change and instability in their jobs, family life or other parts of their lives. They seek stability and order because they sense that things can go wrong if there are many unknowns. In meetings, they prefer participating within a clear agenda and even when it comes to vacations SIXs prefer having a vacation

that has a detailed itinerary. Suspicious by nature, they are especially wary of anyone who makes promises they sense may not be fulfilled. They feel threatened by all the new “Chaos” theories of business and like to live by the slogan: “If it ain’t” broken leave it alone.” Change for just the sake of change is just asking for trouble.

SIXs tend to be cautious: SIXs tend to only take calculated risks. One of their major strengths is their ability to see dangers and problems before they happen or before they become big problems. Murphy’s Laws were written by and for SIXs. They will be on the lookout for the defects and possible problems in situations so they can be careful and on guard for the worst-case situation. They are very good risk managers, accountants and lawyers who can provide you with all the potential problems in a situation.

SIXs look for security: Security, especially any form of financial security, is important to the SIX. They like to know they will receive their paycheck every Friday and be able to pay their bills on time. They like working for the government, whether local or national, as well as large corporations and other organizations that can offer a level of security that is important to a SIX. A well built house with a growing equity value, money in the bank, a steady job, loyal mate, secure retirement fund, are all strong values to the SIX. They are willing to work hard to build a strong base of security and will be ever vigilant for any kind of flaw in their security net.

SIXs tend to prefer black and white issues: They do not like shades of gray, ambiguity or indecisiveness. They sense that an ambiguous person must be indecisive, unclear or even possibly hiding something. Decisions are made by SIXs based on facts and figures which they feel can be trusted. Facts from their acknowledged authorities are the ones to be trusted. Once a leader or superior is proven to them to be correct a SIX will be loyal forever. For them, issues tend to be right or wrong and people wear either white hats or black hats.

The LOYAL TEAM Member’s CONTRIBUTIONS TO THE WORLD

SIXs are the proverbial “salt of the earth.” They are the ever reliable, dutiful, the careful watchdogs of the world. They make excellent accountants or lawyers with their ability to see any potential problems or discrepancies. They will be loyal, dedicated, hard working and self-sacrificing to their “family” which may be represented by their company, job, community, personal family or group of friends. As dedicated hard workers, SIXs are the backbone of many organizations as middle managers, teachers, bankers, etc. As some of the least selfish people of all the nine key types, they are always on the lookout for the welfare of the group(s) they belong first and then to themselves. They are great networkers and are able to develop strong ties to a variety of people.

Well known people considered to have a SIX personality: Oliver North, Diane Keaton, Helen Palmer, Jack Lemmon, Sonny Bono, Mary Tyler Moore, Woody Allen, Oprah Winfrey, Spike Lee, Marilyn Monroe, Albert Brooks, Joseph McCarthy, Richard Nixon, Abbie Hoffman, Archie Bunker, G. Gordon Liddy, Krishnamurti, Hamlet, Columbo.

WEAKNESSES of The LOYAL TEAM MEMBER PERSONALITY

Taken to the extreme, the SIX key type may have a tendency to become a blind follower, putting all of their trust in an outside authority, looking to others for acceptance and not trusting own judgments. In lower levels of mental health the Six can turn very fearful, always assuming the worst-case scenario, doubting their own decisions and being hobbled by procrastination about anything and everything.

As SIXs decline to lower levels of mental health they have a tendency to become insecure, anxious and unable to contribute to anyone or anything. As their level of self-doubt and self worth increases they tend to view their world as a series of problems and to procrastinate and avoid making any decisions being able to see only the

problems involved.

HOW SIXs TEND TO COMMUNICATE

It has been said that everything about us and everything we do communicates something; the clothes we wear, the cars we drive, the words we use in our conversations all paint a picture of us in the minds of others. So in reality, no matter what we do or say, we are always communicating information about us to others.

The SIXs mode of communication is to cover all the problems that might happen. Their tone is usually one of caution. Although generally warm and friendly, they are not normally extroverted and strongly outgoing. They tend to be more comfortable one on one and establishing “personal” relationships that they can trust. They enjoy networking and gaining “secret” information. They will tend to avoid having a large audience or event as a platform for communication. When procedures are clear, structured and easily followed, SIXs tend to become more secure in their communications.

SOME PROBLEM AREAS AND GROWTH PATHS

SIXs tend to be insecure and have strong self-doubts about their capabilities. They know they are growing when they are able to recognize and acknowledge the many successes that they are achieving in their lives.

SIXs can become quite critical and blaming of others when things go wrong. Growth comes as they expand their ability to take responsibility in dealing with problems in more constructive ways.

SIXs tend to worry that things are going to go wrong. Their growth is facilitated when they are able to see positive outcomes in the things they are involved with.

SIXs often fear making decisions. Growth comes as they acknowledge all of the good decisions they do make and gain greater self-confidence and trusting in their ability to make good decisions.

SIXs tend to bow to the sway of the group thought and decisions, giving up their own self-responsibility. They grow as they expand their ability to be their own authority and trusting themselves to know what’s right.

SIXs tend to avoid change preferring to follow the tried and proven and avoiding trying new ways and directions. Their growth comes as they expand their self-confidence and ability to be more open to change and trying new things.

The SEVEN KEY PERSONALITY TYPE - The OPTIMISTIC GENERALIST

SEVENs are into experiencing fun and getting enjoyment out of life they are good conversationalists with a broad knowledge of a number of subjects they are fun to be around usually have lots of friends and relationships and are good socializers they enjoy being the center of attention are generally optimistic, enthusiastic, light hearted and dislike being bored they are in constant motion and continually on the lookout for fun and enjoyment they make lots of plans like to experience new things and adventures they are outgoing lively and good-natured they tend to put off unpleasant tasks and avoid handling problems they like to have options can juggle multiple projects/tasks are generalists and jack-of-all-trades they are often rebels have difficult time with authority and dislike being told what to do.

SOME KEY TRAITS OF THE OPTIMISTIC GENERALIST PERSONALITY

SEVENS tend to be optimistic: SEVENS are usually enthusiastic “up” people who can be very good at seeing the enjoyable possibilities in life. They see the world as their playground; a world of opportunities waiting to be experienced. Their outgoing, adventurous and positive approach to life tends to be infectious to everyone around them. Life is a turn on to them and, in turn, they are optimistic and sunny nature turns others on. Ever enthusiastic, they are almost always able to see the best in people and the positive side of events taking place in their lives.

SEVENS tend to be generalists, with a broad interest in many things: Life to a SEVEN is like a banquet with numerous interesting, fun and exciting experiences unfolding daily in their lives. They do their best to see that all areas of their lives provide enjoyable and exciting experiences for them - from their jobs to their friends and many interests. In fact, SEVENS tend to believe that it takes all these areas to experience life to the fullest. Being highly extroverted and people oriented, SEVENS are able to make many social and business connections which tend to multiply into many ongoing opportunities.

SEVENS tend to make a lot of plans to experience new things and adventures: SEVENS tend to be in constant motion. They usually have many things going on in their lives with lots of balls in the air at once. If they are not involved in some activity at the moment, the next best thing is to be planning things to do and experience. SEVENS want to experience as much as possible, so they fill much of their time making plans and preparing to do fun and exciting things in the future. Even while in the process of experiencing some activity, they will already be planning for the next time to make it even more fun and exciting.

SEVENS tend to have a lot of friends and are outgoing socializers: SEVENS are highly social people and they love to connect and share themselves with others. Their outgoing manner, enthusiasm and natural charisma draw many acquaintances and friends. At ease in almost any social situation, SEVENS can be quite good at story telling and drawing people out, many times exemplifying themselves as the proverbial life of the party.

SEVENS tend to put off or ignore unpleasant tasks: When things get tough for the SEVEN, they tend to distract themselves by planning to create more fun in their life. In many cases, all the “future” planning done by SEVENS is merely a means of escaping from the hard reality of having unpleasant tasks, jobs or responsibilities in their lives. By keeping themselves distracted and busy, SEVENS think that their other, more boring and unpleasant responsibilities will disappear. As a result, in many cases their excessive need to plan and be involved doing other more enjoyable or exciting things is merely a form of self-sabotage which glosses over their real needs, goals and tasks.

SEVENS tend to overdo a good thing: From the viewpoint of a SEVEN, if something is or was good, then four, five or even a dozen more of that thing should be even better. They seem to have an almost unquenchable thirst to maximize the experiences they enjoy in their lives. The problem is that, when taken too far, this leads to their addiction to the activity and a dependence on experiencing more and more of it. SEVENS tend to be young at heart and, at times, even childlike.

To a seven, the entire world is a playground and they sometimes appear so light hearted that they seem not to have, or don't show, the more “serious” characteristics of an adult. With their optimistic outlook, they are able to instill the positive possibilities of life in others. Their outgoing nature says to the world that everything will be all right, everything will work out.

The OPTIMISTIC Generalist's CONTRIBUTION TO THE WORLD

SEVENs tend to make their contributions to the world in the area of enthusiasm, creating possibilities, uplifting others, and contributing their upbeat, hopeful attitude towards life. When it comes to creating and championing new possibilities, none of the other personality types even comes close to the SEVEN. Their minds can work in many directions at the same time resulting in new and insightful conclusions. Enjoyable and entertaining to be around, their enthusiasm is contagious.

Well known people considered to have a SEVEN personality: Robin Williams, Michael Keaton, Barbara Striesand, Jack Nicholson, Tony Curtis, Susan Sarandon, Hugh Hefner, Timothy O'Leary, Eddie Murphy, Goldie Hawn, David Letterman, Mel Brooks, Rosalind Russell, Ram Dass, Leonard Bernstein, Auntie Mame, Errol Flynn, Tim Robbins, Peter Ustinov, Michael Caine, Joan Collins, Osho-Rajneesh, Joan Rivers, Peter O'Toole, Liberace, Tom Robbins, Peter Pan, Hans Solo, James Bond.

WEAKNESSES of The OPTIMISTIC GENERALIST Personality

It seems to be the nature of the human system that many of our greatest strengths, or what seem to be our strongest attributes, have a flip side to them. In the case of the SEVEN, while they do a lot of planning for the future, they tend to have problems with follow through and keeping long term commitments. Although they may seem to always be in motion - planning, playing, doing and experiencing - they may, in fact, actually not be going anywhere. When things slow down and the excitement or fun begins to wane for the SEVEN, they have a tendency to feel stuck and bored. The problem comes with their tendency to do everything possible to try and avoid facing any difficulties in their lives. Adopting a "Pollyanna" type of attitude in many cases just makes what they are trying to avoid even worse.

SEVENs are many times seen by others as not very serious or realistic about life, and somewhat superficial with their drive to exclusively experience just the enjoyable experiences in their lives. Average to unhealthy SEVENs can develop an addiction to thrills, constant activity or even drugs as a means of avoiding their problems, having to face unwanted issues, or handling unwelcome tasks.

HOW SEVENs TEND TO COMMUNICATE

It has been said that everything about us and everything we do communicates something; the clothes we wear, the cars we drive, the words we use in our conversations all paint a picture of us in the minds of others. So in reality, no matter what we do or say, we are always communicating information about ourselves to others.

The Optimistic Generalist SEVEN communicates with energy and enthusiasm. They tell stories and engage their listeners by being entertaining and witty. They enjoy talking and being involved in conversation with others, not so much on a feeling or sharing level, but on an entertaining and thinking level.

The SEVEN key type usually come across to others with a strong presence of charm and gregariousness. They tend to be selective about their clothing and dress with a sense of style, even if only dressed in a pair of jeans and t-shirt.

SOME PROBLEM AREAS AND GROWTH PATHS

Although SEVENs can be quite good at starting things, they tend to get easily bored and want to go on to something new without completing the many things they have started. They are growing in their lives when they work on being able to focus on the tasks or projects they start and learn to responsibly take them all the way through to completion.

SEVENS love to hear themselves talk and they have a difficult time being able to really listen to what others have to say. Growth comes with their learning how to slow their minds down to listen and acknowledge what others have to say as just as important.

SEVENS tend to spend a lot of time planning and fantasizing about many more things than they can ever accomplish. They are growing as they learn to be more realistic about what is truly of value in their lives rather than only what's possible.

SEVENS tend to have a low patience level and dislike waiting for anything. Growth comes as they learn how to be less impulsive and to take the time to do what is necessary to bring their goals to fruition.

SEVENS tend to have an underlying rebel nature and can have a difficult time dealing with authority figures. Their growth is facilitated as they learn to communicate and work with those they are responsible to, and to do the best job possible.

SEVENS tend to easily distract themselves and ignore problems or difficulties in their lives. They grow as they learn to face and be honest about their problems and are able to make the commitment to handling them.

The EIGHT KEY PERSONALITY TYPE - The POWERFUL INDIVIDUALIST

EIGHTs like to be in control and in charge they are very loyal to those close to them are assertive will fight for what they believe in.....they are down-to-earth identify with patriotic heroes.....are strong and self-confident love challenges and don't mince words they are honest in speaking their minds..... are often blunt, telling it as they see it they are aggressive are at ease in tough situations make quick "gut" decisions and are confrontational and stubborn they are strong, formidable negotiators but respect strength in others they are powerful and self-confident and prefer to give rather than take orders whenever possible they will take the lead and promote their own authority they have a strong work ethic and push themselves hard they overcome challenges, to get what they want and believe have coming to them.

SOME KEY TRAITS Of The POWERFUL INDIVIDUALIST

EIGHTs tend to be powerful, forceful people: EIGHTs possess an inner strength that is fed by showing and exerting their power and strength. In the process of exerting their power, they gain self-confidence, a stronger self-image, and the strength to make things come out the way they want. As they show and test their power with others, they strengthen their will and resolve. EIGHTs tend to sense that any sign of weakness, submission or helplessness in themselves is a loss of power, and therefore a loss of their image of themselves.

EIGHTs stand out as individuals: EIGHTs are true individualists. They are neither subtle nor indirect in the way that they act and do things. They present a strong individual presence in any setting, seeming to energize a room as they enter. Competitive by nature, they naturally stand out, drawing energy to them as the center of attention. They will seldom compromise their position and have the least need to be liked of all of the personality types. Rather than being liked, they want to be respected for their strength and power. They have strong notions of what is right and will stand up for their beliefs and causes, no matter what the opposition. Larger than life EIGHTs command attention wherever they are.

EIGHTs will confront others as a way of "testing" them: EIGHTs challenge others as a way of getting to

know them. Confrontation, or even a fight or argument, can be their way of communicating with others and sizing them up. Confrontation can be the most effective way to get a message across for an EIGHT. They like to shock others, sometimes using crude language or sarcasm to shake them up. They will also use challenges and mixing up the status quo as another technique to test people. Other personality types tend to see EIGHTs as coming on too strong, and try to avoid them as much as possible. This is usually not a problem for the EIGHTs as they don't particularly care whether people like them or not. They focus their time and energy on their own agendas of going after and getting what they want.

EIGHTs want to be in control: EIGHTs have their own inner sense of what is right and wrong about a situation. They will tend to see taking control as the best option to make sure that what they see as 'right' prevails. In a new situation they will immediately look for the power center to know who is in control and decide if the person is a leader they can respect. If there is any apparent weakness, or the person in charge is not leading strongly enough, they will look for ways to take control themselves. They sense that not confronting and taking care of small problems will lead to larger problems and even disaster, and that lack of direction turns out to be a waste of time for them and everyone involved. If a project or plan is not done like the EIGHT wants, they will plan or plot to take control to get it done "their" way without having to rely on others. They are known by others as the people who get the jobs done, no matter what the circumstances.

EIGHTs tend to display their anger: Of all the key personality types, EIGHTs are the least intimidated by anger and the least reluctant to display their anger. An EIGHT's anger can be seen by others as intimidation, sarcasm, or just direct confrontation. However, EIGHTs may not see themselves as being angry or intimidating, as they are not usually conscious of their speech or actions . . . all of their conscious attention is on getting results. If something negative or brutally honest needs to be said, the EIGHT does not mince words and they don't mind being seen as the "bad guy."

EIGHTs tend to value justice and to fight for the underdog: The EIGHT's sense of justice can be a powerful driving force for them. Their tendency is to see the world in "right or wrong", "all or nothing", terms. To an EIGHT, the world is a potentially hostile place. They have fought for their place in life, and sense that they need to fight and stand up for others who are struggling and who cannot fight for themselves. At times they will take the attack on something they see as an injustice that no one else wants to deal with and, many times, their power becomes a shield behind which others who are less strong can seek protection.

The POWERFUL INDIVIDUALIST's CONTRIBUTIONS TO THE WORLD

Effective and strong leaders, EIGHTs know what they want and will do what ever is necessary to get it. Whether as the head of a family, or of a major corporation, the EIGHT stands out as the leader. They use their power, courage, and control to lead and inspire others. When focused and oriented to the good of others, they are the decisive leaders and are a guiding light of strength that others will follow knowing they will be secure under the EIGHT's banner. EIGHTs have a strong drive to win and winners attract followers.

Courageous in thought and action, EIGHTs are an inspiration to others who need some stimulus to find their own courage. When used for just causes, the EIGHTs power and strength can lead them to great accomplishments and successes that few others can attain. They thrive in any situation where they do not need to be liked, but respected, like the military, police and coaching.

Well known people considered to have a EIGHT personality: John Wayne, Golda Meir, Lyndon B. Johnson, Mikhail Gorbachev, Franklin D. Roosevelt, Bette Midler, Charles De Gaulle, Kirk Douglas, Lee Iococca, Indira

Gandhi, Joan Rivers, Ernest Hemingway, Fritz Perls, Bella Abzug, Oliver Stone, Henry Miller, George C. Scott, Madame Blavatsky, Gurdijeff, Danny De Vito, Martin Luther King, Frank Sinatra, Leona Helmsley, Picasso, General George Patton, Richard Burton, Henry Kissinger, General Schwarzkopf, Collin Powell, Fidel Castro, Napoleon, Joseph Stalin, Don Vito Corleone (the God Father), Zorba (the Greek), Captain Kirk, Batman.

WEAKNESSES of The POWERFUL INDIVIDUALIST PERSONALITY

When leading others for everyone's good, the EIGHT are effective leaders, but when this same power is used only for their own gain and control, it can become a tyrannical, destructive force. Instead of protecting and fighting for justice, EIGHTs in the lower levels of psychological health fight only for themselves, using the law of the jungle - that might makes them right and anything goes to get them what they want.

The EIGHTs drive for power can turn to violence, deceit and ruthless destruction of anything or anyone they see as a threat. Their innate sense of weakness in others is used to take advantage of them. At the lowest levels of mental health their need for control can become so all encompassing that it leads only to anger and isolation.

HOW EIGHTs TEND TO COMMUNICATE

It has been said that everything about us and everything we do communicates something; the clothes we wear, the cars we drive, the words we use in our conversations all paint a picture of us in the minds of others. So in reality, no matter what we do or say, we are always communicating information about ourselves to others.

EIGHTs communicate, as they live, in a strong "in your face" confident manner. They tend not to see themselves as appearing angry or intimidating to others as they are not usually conscious of their speech or actions; all of their conscious attention is on getting results. If something negative or brutally honest needs to be said, the EIGHT does not mince words and they don't mind being seen as the "bad guy." They can be truthful and direct, shocking, blunt, questioning. They are not "yes men" and are not afraid to tell it like it really is, and see how others react.

EIGHTs speak and dress to attract attention and make their presence known. Their "larger than life" stature commands respect from all that they meet and they add energy and intensity to any communication. The one thing that can be said about an EIGHT is that they never allow anything to get boring.

SOME PROBLEM AREAS AND GROWTH PATHS FOR THE EIGHT PERSONALITY TYPE

EIGHTs tend to be obsessed with their need to be in control of everyone and everything in their lives. Growth comes for them as they learn to be with others without having to control them and the relationship.

EIGHTs tend not to mince words and can be quite abrasive and confrontational in their communication. They grow as they learn how to be more diplomatic and considerate in their communications with others.

EIGHTs can be somewhat ruthless in acquiring power and in using that power over others. Their growth is facilitated through developing self-restraint and learn to use their power on behalf of others.

EIGHTs tend to be stubborn and obsessed with being right about everything. They experience growth as they learn to be more open to other people's points of view.

EIGHTs are usually unwilling to show any weakness, even to those who are close to them. Growth comes with their learning how to be more open and vulnerable, especially with those they love and care about.

The NINE KEY PERSONALITY TYPE - The PEACEMAKER

NINEs are undemanding and laid-back they are gentle, peaceful and soothing they cheerful and easy going and balanced they seldom worry generally have conservative values and have difficulty in getting motivated and initiating things they will avoid pressure have interests in many things have difficulty focusing on tasks and projects they like to work at their own pace are unconcerned with future they live in the moment are stable have a calming effect on others are good listeners and non-judgmental they avoid problems seek harmony and easily accept differences they accept circumstances, the way things are can be very diplomatic they avoid conflict or confrontation to get peace at any price.

SOME KEY TRAITS Of The PEACEMAKER PERSONALITY

here NINEs tend to be undemanding: NINEs usually go with the flow. Optimistic and agreeable with just about anyone, they seem to be able to adapt to almost any situation and are able to see both sides of almost any argument or position. Being the Peacemaker, they have a preference for being around peaceful people and harmonious situations. They tend to be very open-minded and receptive to the opinions and viewpoints of others. Even when they do get angry they tend to contain their anger and rarely show it. Their philosophy seems to be: "Why get worked up about something that will probably blow over and disappear soon!"

NINEs tend to be interested in many things: "Jack of all trades and master of none" is a common description of the NINE. It seems that everything and everyone is interesting to them, almost without any kind of discrimination. They have the capacity to relate to just about anything or anyone and are able to follow the interests of others as if they were their own.

NINEs tend to avoid pressure and prefer to work at their own pace: NINEs can be masters at avoiding any kind of confrontation or stress. While few of the other key types will actually seek out conflict, in contrast, NINEs will do what ever is required to avoid it at any cost. When the going gets tough for NINEs they tend to get sidetracked and interested in something else as a means of avoiding whatever is stressful to them.

NINEs seek harmony in their lives and tend to have a calming effect on others: NINEs have an ability to merge or "mind melt" with others. Their tendency to be non-threatening, understanding and empathetic has a calming effect on others. For a NINE, an ideal world is one of harmony and peace, free of any stress and tension. While some of the strong personality types tend to see NINEs as somewhat innocent and defenseless, those with calmer personalities see them as being like them. This ability of the Peace Maker to equalize other people's energy tends to have a calming effect in many situations.

NINEs tend to be "non-judgmental" good listeners: Not wanting to stir anything up, NINEs tend to accept most circumstances the way they are. They can become quite good at being able to see both sides of almost any issue, however, this tendency can lead to difficulty in their ability to make decisions. Being able to see all the points of view ('A' isn't really any better than 'B' because . . .), they tend to be able to see and listen to all of the pros and cons of an issue with equal merit and without feeling any internal pressure to decide which side to take.

NINEs tend to be diplomatic: By coming into situations with no personal agenda, NINEs feel little pressure to take a strong stand, either one way or another. They are able to take both viewpoints seriously with a balanced point of view. This allows the NINE Peace Maker to go into an unresolved issue with an open mind and see ways to work out the conflicts.

The PEACEMAKER'S CONTRIBUTION TO THE WORLD

NINEs make their contribution to the world out of their calming, receptive, and harmonious perspective of life. They are able to bring balance and harmony to almost any situation. Basically optimistic, they look for and try to present the positive side to difficult situations. In their seeking diplomatic solutions to conflicts, in many cases they are able to bring out the best in others.

The NINE's sense of harmony and relating to others can also be applied to nature. Other people are attracted to their sense of wonder in nature which is sometimes a magical, mystical quality that seems to come naturally to the NINE.

Well known people considered to have a NINE personality: Carl Rogers, Gerald Ford, Corazon Aquino, Walter Cronkite, Hubert Humphrey Ingrid Bergman, Dwight Eisenhower, Walt Disney, Grace Kelly, Bing Crosby, C. J. Jung, Jim Henson (Muppets), Edith Bunker, Donald Sutherland, Bob Newhart, Perry Como, Mary Hartman, Ringo Starr, Julia Child, Milton Erickson, Ronald Reagan, Rosalynn Carter, Gary Cooper, Alfred Hitchcock, Santa Claus.

WEAKNESSES OF THE PEACEMAKER PERSONALITY

It seems to be the nature of the human system that many of our greatest strengths, or what seem to be our strongest attributes, have a flip or negative side to them. In the case of the NINE, by being so soothing, harmonious and "nice" usually means not standing up for what is important to them. As a result of their always wanting to avoid any type of conflict or stress, they tend to act like an ostrich and "put their head in the sand." Out of their tendency to avoid problems, many times the problems just grow bigger and bigger until they are forced to attend to them.

Because the average NINEs motivation is to avoid conflict "at any cost" they have a tendency to avoid much of life all together. In many cases, their avoidance of conflict and reality can turn into a drain of energy for the other people in their lives who must make an extra effort to get the NINE to do something, sometimes just anything. In declining levels of psychological health, the NINE may become so totally self-doubting and indecisive that they become totally immobilized and paralyzed.

HOW NINEs TEND TO COMMUNICATE

It has been said that everything about us and everything we do communicates something; the clothes we wear, the cars we drive, the words we use in our conversations all paint a picture of us in the minds of others. So in reality, no matter what we do or say, we are always communicating information about ourselves to others.

Although generally humorous and friendly, the Peace Maker **NINE** can be seen as a little stand-offish by many of the other personality types. Due to their calm nature, they are seldom dramatic or exciting in their speech or manners. Although **NINEs** like conversing with others, and enjoy a good discussion, they will avoid any form of

confrontation or any pressure to make a decision. When speaking, they may wander around, or get off the subject, which can be distracting to people they are communicating with. In general, **NINEs** are low key, relaxed and good listeners.

SOME PROBLEM AREAS AND GROWTH PATHS FOR THE NINE PERSONALITY TYPE

NINEs give up a lot of themselves through their tendency to avoid conflict at any cost. They gain personal growth as they learn to face reality and to resolve the problems in their lives in a timely manner.

NINEs have a problem with being self-starters and tend to become overwhelmed from the pressure of schedules and deadlines. They are growing as they learn to motivate themselves to work within schedules and pace themselves to meet deadlines.

NINEs tend to avoid relating and communicating with anyone they don't relate well to, or who have different views than theirs. Their growth is facilitated as they learn to expand their circle of relationships to include others with different views than theirs.

NINEs can be somewhat absent minded and tend to not remember details. Their personal growth is expanded as they learn to focus on things and to develop their memory and habits of remembering.

NINEs tend to have a fatalistic view of life and to be resigned to their life's circumstances. They grow as they learn to put energy into changing their circumstances and improving their lives to be the way they truly would like it.

NINEs tend to be lazy and can be quite lax in taking care of their health and physical needs. Personal growth comes with their commitment to regular exercise and to being accountable for the needs of their body.

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