



The Enneagram Guide

To Healthy, High-Performing Teams.



INTRODUCTION:

People Work Better Together When They Understand Each Other

Managers and leaders know how important communication, collaboration, and trust are for high-performing teams. Yet,

87% of employees say poor communication is their biggest workplace challenge.

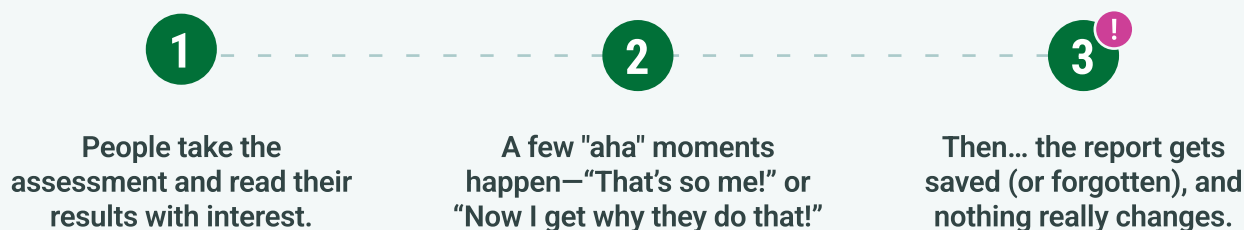
48% feel like they truly understand their coworkers.

When people don't feel understood, misalignment grows, feedback gets misinterpreted, and collaboration suffers. Team dynamics become more about navigating personalities than actually doing great work together.

That's why HR leaders and executive coaches use personality assessments like the Enneagram—to build self-awareness, improve working relationships, and develop stronger leaders. But too often, these insights don't stick.

Why Insights Don't Always Create Change

If you've ever introduced a personality assessment to a team, you've probably seen the same pattern:



It's not that the insights weren't valuable—it's that without reinforcement, people revert to old habits. A personality report can't drive long-term behavior change unless it's learning is applied in daily interactions.

INTRODUCTION:

The Enneagram Is A Tool—Not The Solution

The Enneagram isn't just about identifying personality types; it's about understanding core motivations, decision-making styles, and stress triggers—all of which impact how people work together.

When used intentionally, it helps leaders:

- ✓ **Communicate more effectively** by understanding how different people process feedback.
- ✓ **Improve collaboration** by recognizing what motivates each team member.
- ✓ **Develop leadership skills** by coaching people based on their unique growth areas.

But assessments only work if the information they reveal become a part of everyday interactions—in the moments when coaching, feedback, and collaboration happen.

This guide will help you apply the Enneagram in a way that makes a real impact—whether you're an HR leader strengthening team culture or a coach helping leaders grow.

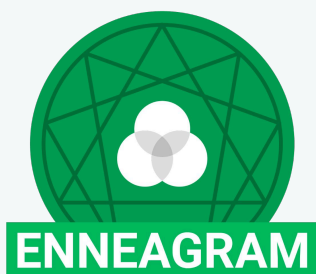


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Section 1:

Making The Enneagram Actionable At Work

The Enneagram provides deep personality insights, but knowing something isn't the same as applying it.

Many teams take assessments, have great conversations, and then forget about them. Without ongoing reinforcement, even the best personality insights fade, leaving teams in the same place they started.

Section 1:

How Can Personality Insights Lead To Behavior Change

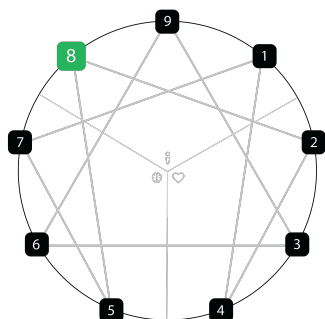
To truly improve team dynamics, personality insights need to be shared more frequently in addition to the valuable workshops and reports. They need to:

- ✓ **Show up when they matter most**—before a big meeting, during a feedback conversation, or while planning a project.
- ✓ **Be reinforced over time** so leaders and teams continuously build self-awareness.
- ✓ **Be connected to real work challenges** so they feel relevant—not just theoretical.



The Four Key Components

Let's start by breaking down the four key components of the Enneagram and how they directly impact leadership, communication, and team effectiveness.



1. Core Type

The number within the Enneagram that you most identify with and believe best represents your personality.

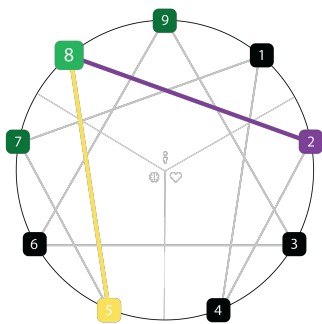
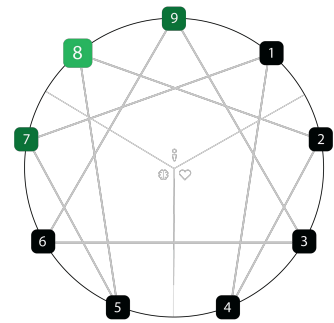
Example (left): Enneagram 8

Section 1:

2. Wings

Wings are the numbers that reside directly on the two sides of your core type. The wings of each type represent additional elements of your personality that influence and work in harmony with your core type.

Example (right): If you are an Enneagram 8, your wings are Enneagram 7 or Enneagram 9



3. Arrows

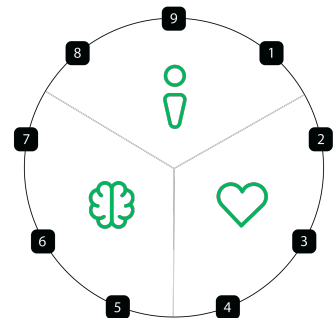
Every number within the Enneagram has two connecting arrows representing directions of growth and stress, which indicate characteristics each number exhibits during these times.

Example (left): If you are an Enneagram 8, you will exhibit the healthy attributes of a healthy Enneagram 1 in growth, but during stress, you'll act like an unhealthy Enneagram 2.

4. Triads

The Enneagram is divided into three Triads based on how people process information and make decisions.

- **Gut Types (8-9-1)** act on instinct and prefer clear direction.
- **Heart Types (2-3-4)** rely on emotions and relationships when making choices.
- **Head Types (5-6-7)** prioritize logic, analysis, and strategy.



Section 2:

How To Use The Enneagram With Teams

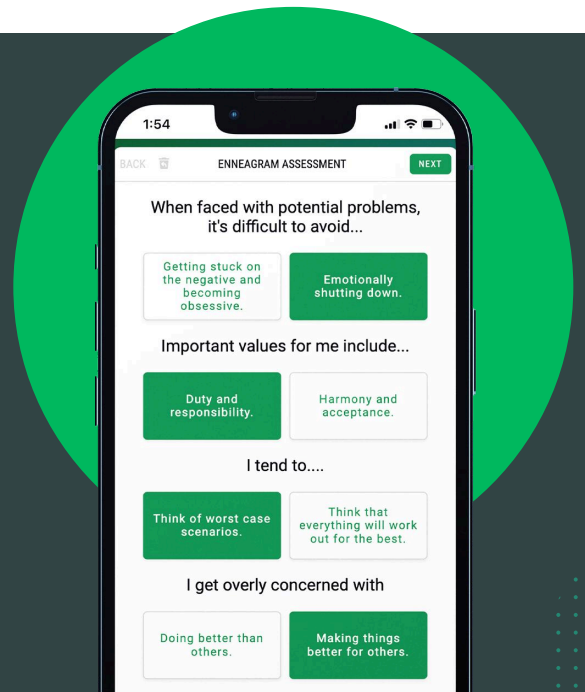
Great teams aren't just made up of talented individuals—they're built on **strong relationships, clear communication, and a shared understanding of how people work best together.** But most teams don't take the time to explore these differences.

That's why the Enneagram is a powerful tool for teams. It doesn't just tell you what someone is good at—it helps you understand why they work the way they do and how to bring out their best.

Section 2:

When Teams Openly Discuss Their Enneagram Types, They Can:

- ✓ **Reduce unnecessary conflict** by recognizing different stress triggers.
- ✓ **Improve collaboration** by understanding what motivates each team member.
- ✓ **Make feedback more effective** by delivering it in a way that resonates.
- ✓ **Strengthen team trust** by building authentic relationships—not just transactional ones.



4 REASONS TO SHARE THE ENNEAGRAM WITH YOUR TEAM

Most teams struggle with **miscommunication, unmet expectations, and hidden frustrations**. But these challenges aren't about skills or expertise—they're about **how people process information, handle stress, and make decisions**.

Here are four key reasons why understanding Enneagram types leads to stronger teams and better leadership.

1 You Spend More Time With Your Team Than Anyone Else

ⓘ **Work relationships impact your daily experience more than you think.**

Most professionals spend **more waking hours with their coworkers than they do with their family or friends**. A lack of understanding between teammates creates frustration, inefficiency, and burnout.

- Teams who understand **how different people communicate** collaborate more efficiently.
- Leaders who recognize **what drives motivation and engagement** build more **supportive, high-performing teams**.

Section 2:

2 Healthy Work Relationships Reduce Stress And Increase Productivity

⚠️ Tension and misunderstanding create mental fatigue that drains performance.

Research shows that **high-trust teams outperform low-trust teams by 286%**. Yet, most conflicts at work aren't about **competence—they're about communication breakdowns**.

- Help people **recognize stress patterns** before they escalate into frustration.
- Give leaders tools to **navigate difficult conversations** with empathy and clarity.

3 Authenticity Leads To Higher Engagement & Performance

⚠️ People do their best work when they feel seen, valued, and understood.

Only 32% of employees feel engaged at work—often because they feel like they have to “fit in” instead of being themselves. **When people can leverage their natural strengths, they contribute more confidently and effectively.**

- Help leaders **recognize and nurture the strengths** of each team member.
- Encourage **self-awareness**—so people know how they naturally lead, collaborate, and receive feedback.

4 Stronger Team Connections Lead To Better Collaboration

⚠️ Work isn't just about tasks—it's about the people you work with.

The best teams **don't just focus on output—they focus on relationships**. When people trust each other, they work together more smoothly, solve problems faster, and navigate challenges with less friction.

- Help teams **move from assumptions** (“They're being difficult”) **to understanding** (“They process decisions differently”).
- Encourage open conversations that make **collaboration smoother and more effective**.

Section 2:



Most people assume personality assessments are just about knowing yourself—but the real power comes from using that knowledge to improve teamwork, leadership, and daily interactions.



To make the Enneagram a daily tool for better collaboration:

- ✓ Encourage open conversations about different work styles.
- ✓ Use it as a coaching tool to support leadership development.
- ✓ Integrate it into meetings, feedback, and conflict resolution.

Section 3:

Understanding Each Enneagram Type At Work

Leading With Integrity & High Standards

ENNEAGRAM TYPE 1: THE REFORMER

Driven by excellence. Motivated by what's right. Focused on improvement.



What Motivates A Type 1?

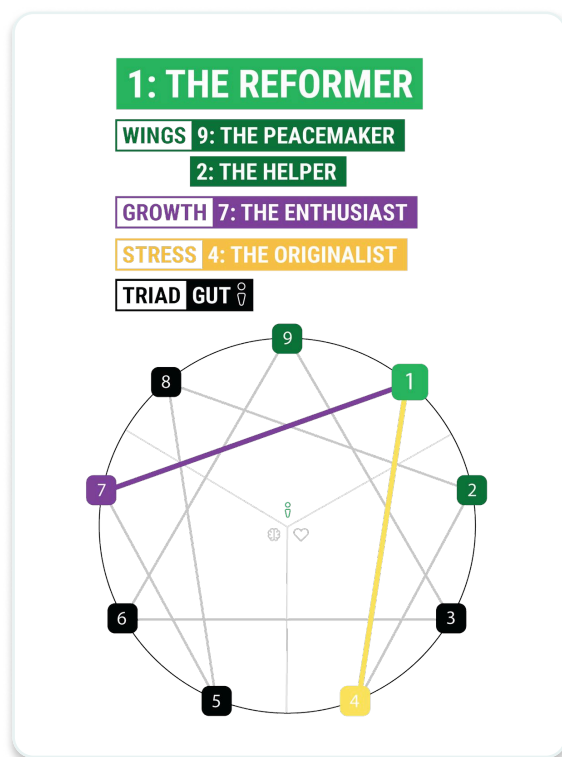
Type 1s strive for fairness, efficiency, and doing things the right way. Their strong inner compass drives them to **improve systems, uphold integrity, and maintain high standards.**

Strengths In The Workplace

- + Holds teams accountable to ethical and performance standards.
- + Brings structure and organization to workflows.
- + Spots inefficiencies and actively seeks improvement.
- **Potential Challenge:** Struggles to let go of control—feels responsible for fixing what doesn't meet expectations.

How Type 1s Work Best In Teams

- ✓ **Thrives in:** Structured environments where quality, ethics, and fairness matter.
- ✓ **Best Communication Style:** Clear, direct, and constructive—benefits from softening feedback.
- ✓ **Conflict Approach:** Can become frustrated with different work styles but grows through patience and flexibility.



Helping Type 1s Grow

- ✓ Shift from Perfectionism to Progress
- ✓ Let Go of "If I Don't Do It, It Won't Be Right": Trust others to contribute.
- ✓ Balance High Standards with Flexibility: Adaptability fuels long-term success.
- ★ **Growth comes from trusting the process, not just perfecting the outcome.**

Leading With Heart & Connection

ENNEAGRAM TYPE 2: THE HELPER

Driven by relationships. Motivated by love. Focused on supporting others.



What Motivates A Type 2?

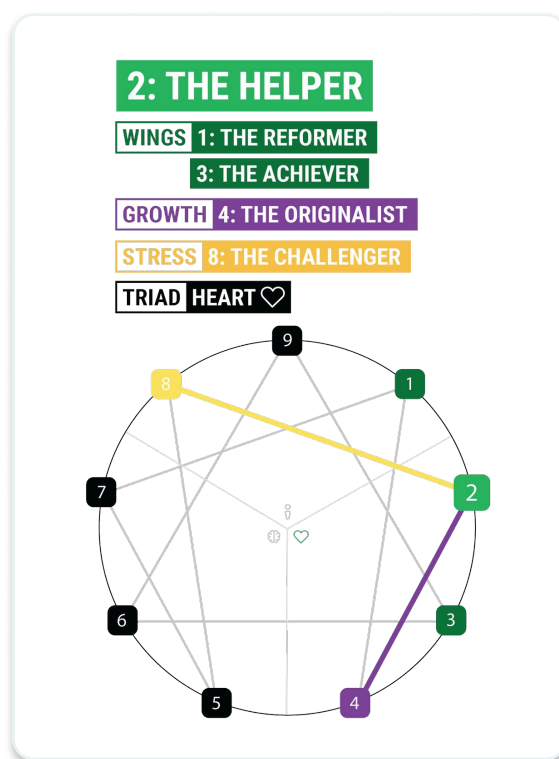
Type 2s are **deeply relational** and thrive on making others feel valued. Their generosity isn't transactional—it's how they build connection and show love. They naturally **anticipate needs, offer support, and create belonging** in any environment.

Strengths In The Workplace

- + Creates a warm, supportive team culture that fosters trust and collaboration.
- + Naturally builds strong relationships, helps others feel seen.
- + Encourages and uplifts teammates, strengthening morale and motivation.
- **Potential Challenge:** Struggles to set boundaries—may overextend themselves to gain approval or feel needed.

How Type 2s Work Best In Teams

- ✓ **Thrives in:** Collaborative environments where relationships & emotional intelligence are valued.
- ✓ **Best Communication Style:** Warm, encouraging, & personal—grows by stating their own needs clearly.
- ✓ **Conflict Approach:** Prefers harmony—may avoid tough conversations but benefits from setting healthy boundaries.



Helping Type 2s Grow

- ✓ **Set Boundaries Without Guilt:** Saying no honors your limits, not your care.
- ✓ **Balance Giving & Receiving:** Accept support as much as you offer it.
- ✓ **Communicate Needs Directly:** Instead of hoping others notice, express what you need without hesitation.
- ★ **Connection thrives on mutual care—both giving and receiving.**

Leading With Drive & Authenticity

ENNEAGRAM TYPE 3: THE ACHIEVER

Driven by success. Motivated by excellence. Focused on making things happen.



What Motivates A Type 3?

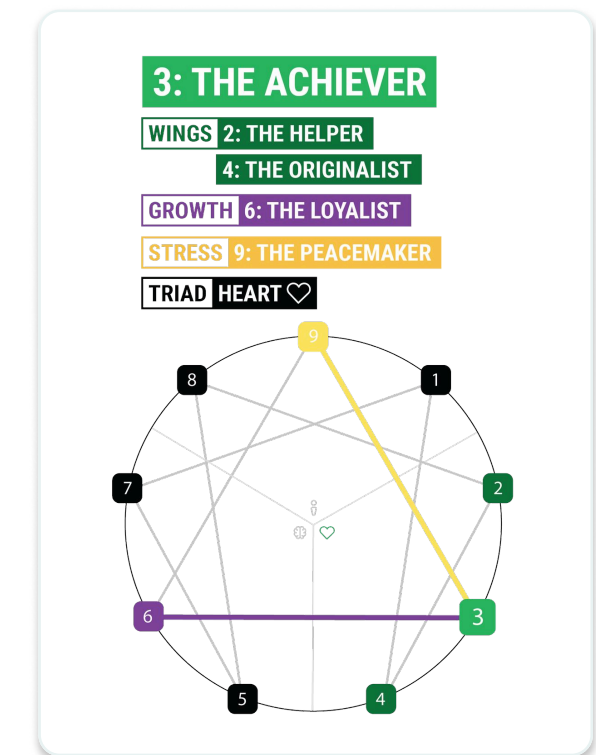
Type 3s are **goal-setters, high performers, and natural leaders** who thrive in fast-moving environments. Motivated by **achievement, recognition, and making a real impact**, always looking for ways to improve and push themselves further.

Strengths In The Workplace

- + Results-Oriented & Ambitious – Sets clear goals & works relentlessly to achieve them.
- + Confident & Persuasive – Communicates effectively, knows how to motivate others.
- + Highly Adaptable – Excels in high-pressure situations, can pivot when needed.
- **Potential Challenge:** Ties self-worth to success—may avoid failure at all costs, leading to burnout or disconnection.

How Type 3s Work Best In Teams

- ✓ **Thrives in:** Fast-paced, results-driven environments where hard work & achievement are valued.
- ✓ **Best Communication Style:** Clear, direct, & motivational—benefits from practicing emotional depth in conversations.
- ✓ **Conflict Approach:** Prefers efficiency—may avoid difficult emotions but grows by embracing vulnerability.



Helping Type 3s Grow

- ✓ **Redefine Success:** True success is about impact, not just recognition.
- ✓ **Balance Drive & Well-Being:** Rest and reflection fuel long-term success, not just constant achievement.
- ✓ **Embrace Authenticity:** Your value isn't tied to performance—true connection comes from being seen.
- ★ **Growth thrives on self-trust, not constant proving.**

Creating With Depth & Authenticity

ENNEAGRAM TYPE 4: THE ORIGINALIST

Driven by meaning. Motivated by individuality. Focused on expressing what's real.



What Motivates A Type 4?

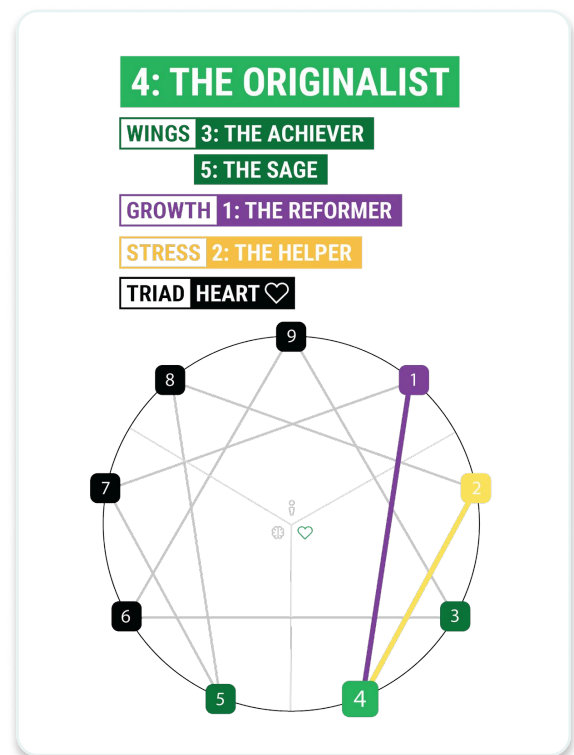
Type 4s seek **depth, meaning, and self-expression** in everything they do. They're **motivated by authenticity**—wanting to feel unique, understood, and true to themselves.

Strengths In The Workplace

- + Deeply Expressive & Creative – Brings originality and artistic vision to projects.
- + Emotionally Insightful – Understands unspoken emotions, fosters deeper connections.
- + Authentic & Independent Thinker – Challenges norms, values depth over surface-level work.
- **Potential Challenge:** Can become stuck in emotions or self-doubt—focusing on what's missing instead of taking action.

How Type 4s Work Best In Teams

- ✓ **Thrives in:** Environments that value creativity, emotional intelligence, and meaningful work.
- ✓ **Best Communication Style:** Expressive, thoughtful, and deep—benefits from balancing emotions with clarity.
- ✓ **Conflict Approach:** May withdraw when feeling misunderstood but grows by articulating needs directly.



Helping Type 4s Grow

- ✓ **Create, Don't Compare:** Your value isn't in being different—it's in what you contribute.
- ✓ **Balance Emotion & Action:** Creativity thrives with follow-through.
- ✓ **Trust Your Worth:** No need to prove your uniqueness—you are already enough.
- ★ **Growth happens through expressing depth, not just feeling it.**

Turning Knowledge Into Impact

ENNEAGRAM TYPE 5: THE SAGE

Driven by understanding. Motivated by mastery. Focused on clarity & insight.



What Motivates A Type 5?

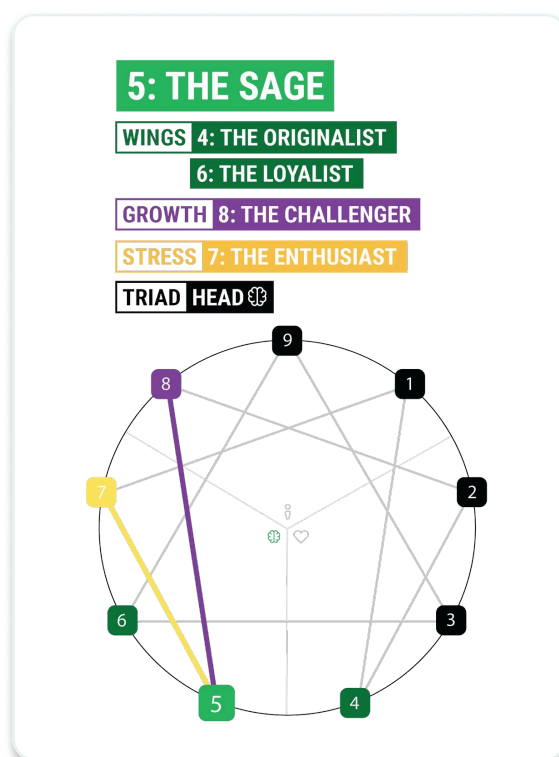
Type 5s seek **knowledge, autonomy, and deep understanding**. They value **competence and independence**, preferring to observe and analyze before taking action.

Strengths In The Workplace

- + Deep Thinker & Strategist – Sees patterns others miss, offering thoughtful solutions.
- + Logical & Objective – Provides clear, well-researched insights without emotional bias.
- + Highly Independent – Thrives when given space to work autonomously.
- **Potential Challenge:** Can withdraw from collaboration or hesitate to engage before feeling fully “ready.”

How Type 5s Work Best In Teams

- ✓ **Thrives in:** Roles that value expertise, research, and strategic problem-solving.
- ✓ **Best Communication Style:** Clear, well-prepared, and precise—benefits from engaging more openly.
- ✓ **Conflict Approach:** May avoid emotional conversations but grows by balancing logic with connection.



Helping Type 5s Grow

- ✓ Engage Before Feeling 100% Ready: Your insights are valuable even before they feel “perfect.”
- ✓ Balance Independence with Collaboration: Sharing knowledge strengthens your impact.
- ✓ Trust Your Expertise: You don’t need every answer before contributing.
- ★ **Growth comes from applying knowledge, not just accumulating it.**

Balancing Caution With Confidence

ENNEAGRAM TYPE 6: THE LOYALIST

Driven by security. Motivated by trust. Focused on preparedness.



What Motivates A Type 6?

Type 6s value **safety, reliability, and trust**. They instinctively **anticipate risks, create structure, and seek dependable relationships** to feel secure.

Strengths In The Workplace

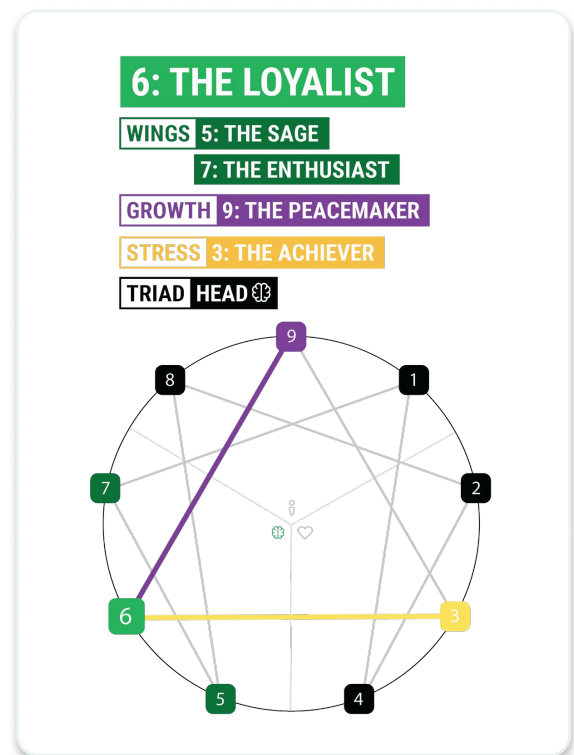
- + **Loyal & Committed** – A dependable team player who stands by their people and values.
- + **Thorough & Detail-Oriented** – Anticipates problems and creates backup plans.
- + **Highly Responsible** – Takes obligations seriously, ensuring consistency and follow-through.
- **Potential Challenge:** Can overthink decisions and seek excessive reassurance, leading to hesitation or self-doubt.

How Type 6s Work Best In Teams

- ✓ **Thrives in:** Structured environments with clear expectations and trustworthy leadership
- ✓ **Best Communication Style:** Thoughtful and precise—benefits from trusting their instincts more.
- ✓ **Conflict Approach:** May become anxious in uncertainty but grows by embracing trust and self-assurance.

Helping Type 6s Grow

- ✓ **See Uncertainty as Opportunity:** Focus on what could go right, not just what could go wrong.
- ✓ **Strengthen Self-Trust:** Make decisions without seeking external validation.
- ✓ **Balance Caution & Confidence:** Think strategically to move forward instead of staying stuck in "what-ifs."
- ★ **Growth comes from trusting uncertainty, not avoiding it.**



Balancing Excitement With Presence

ENNEAGRAM TYPE 7: THE ENTHUSIAST

Driven by adventure. Motivated by possibility.



What Motivates A Type 7?

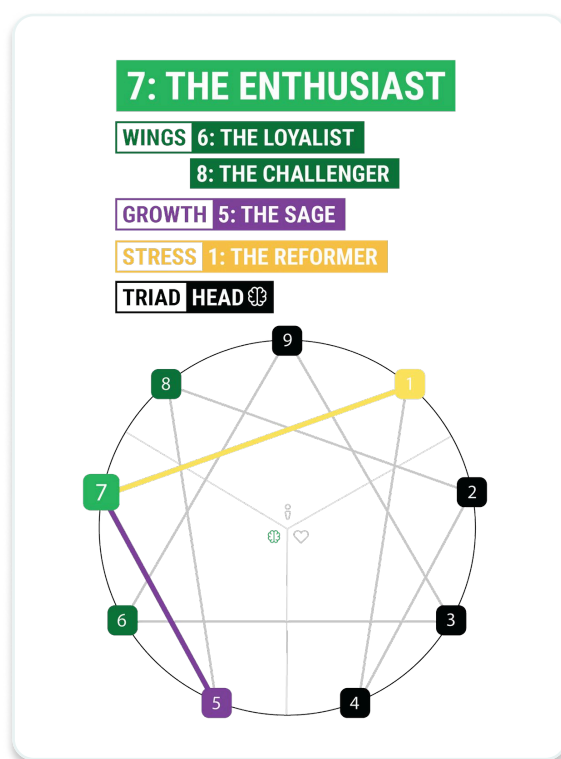
Type 7s crave **freedom, excitement, and new experiences**. They thrive on **variety, creativity, and forward momentum**, constantly seeking ways to make life more engaging and full of possibilities.

Strengths In The Workplace

- + Optimistic & Energetic – Keeps teams motivated and engaged.
- + Quick-Thinking & Adaptable – Thrives in fast-moving, evolving environments.
- + Creative & Visionary – Generates innovative solutions and big ideas.
- **Potential Challenge:** Struggles with follow-through, often jumping to the next exciting idea before completing the current one.

How Type 7s Work Best In Teams

- ✓ **Thrives in:** Dynamic environments that encourage innovation and spontaneity.
- ✓ **Best Communication Style:** Engaging, big-picture, and idea-driven—benefits from practicing active listening.
- ✓ **Conflict Approach:** Prefers to avoid negativity but grows by staying present in difficult conversations.



Helping Type 7s Grow

- ✓ **Commit to Completion:** Ensure progress on current projects before moving on.
- ✓ **Embrace Stillness & Reflection:** Growth comes from fully experiencing the moment, not just seeking what's next.
- ✓ **Balance Freedom & Focus:** Channel enthusiasm into follow-through, so ideas turn into tangible results.
- ★ **True adventure isn't just in seeking new experiences—it's in fully engaging with the one you're in.**

Leading With Strength & Impact

ENNEAGRAM TYPE 8: THE CHALLENGER

Bold. Decisive. Protective. Driven by justice.



What Motivates A Type 8?

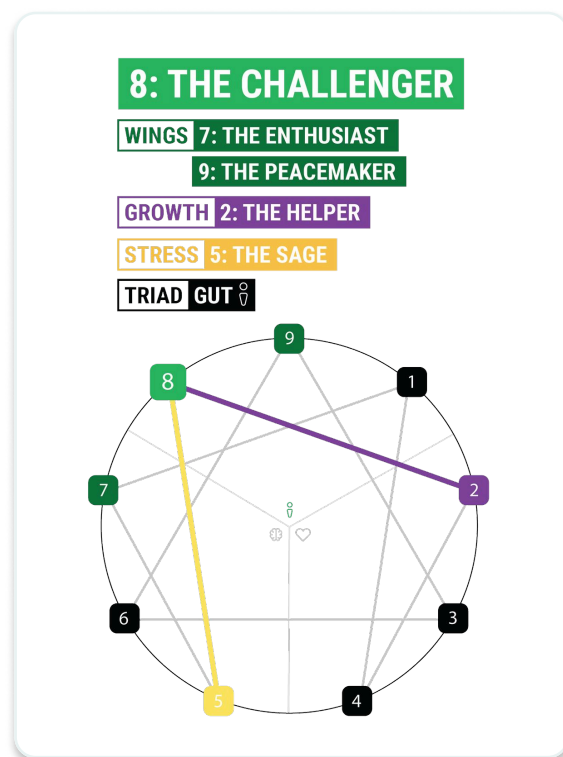
Type 8s seek **independence, control, and truth**. They are wired to **protect, lead, and push boundaries** to ensure fairness and strength—not just for themselves but for those they care about.

Strengths In The Workplace

- + Fearless & Decisive – Takes action when others hesitate.
- + Confident & Assertive – Speaks up, challenges the status quo, and commands respect.
- + Protective & Loyal – Stands up for their team and advocates for fairness.
- **Potential Challenge:** Can struggle with vulnerability—may avoid asking for help or showing emotional openness.

How Type 8s Work Best In Teams

- ✓ **Thrives in:** High-impact environments where they have autonomy and can challenge limitations.
- ✓ **Best Communication Style:** Direct, bold, and action-oriented—benefits from softening their approach at times.
- ✓ **Conflict Approach:** Tackles issues head-on—grows by balancing strength with active listening.



Helping Type 8s Grow

- ✓ Lead Without Overpowering: Trust others to take the lead sometimes.
- ✓ Balance Strength & Vulnerability: Power comes from connection, not just control.
- ✓ Refine Influence: True power empowers others, not just commands.
- ★ **Real strength isn't just about pushing forward—it's about knowing when to trust, step back, and let others rise too.**

Bringing Harmony & Impact

ENNEAGRAM TYPE 9: THE PEACEMAKER

Calm. Steady. Empathetic. Driven by connection.



What Motivates A Type 9?

Type 9s seek **inner and outer harmony, belonging, and peace**. They are wired to **mediate, listen deeply, and foster connection**—creating an environment where everyone feels valued and understood.

Strengths In The Workplace

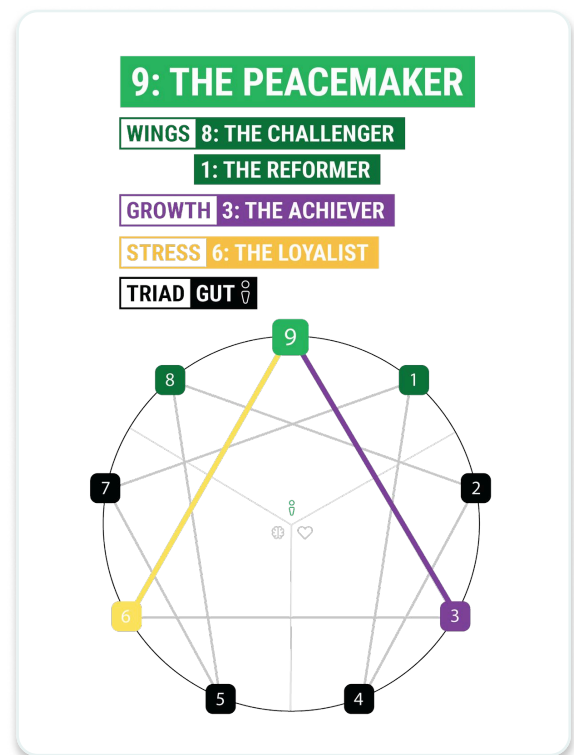
- + Empathetic & Inclusive – Naturally attuned to emotions and dynamics in a group.
- + Big-Picture Thinker – Sees all perspectives, creating balanced solutions.
- + Loyal & Supportive – A steady, grounding presence in teams and relationships.
- **Potential Challenge:** Can struggle with indecision or speaking up—may defer to others instead of asserting their own needs.

How Type 9s Work Best In Teams

- ✓ **Thrives in:** Collaborative, respectful environments where relationships matter.
- ✓ **Best Communication Style:** Thoughtful and balanced—grows by practicing direct self-expression.
- ✓ **Conflict Approach:** Seeks harmony—benefits from engaging rather than avoiding.

Helping Type 9s Grow

- ✓ Practice Assertiveness: Your voice and opinions matter just as much as others’.
- ✓ Take Initiative: Instead of waiting for direction, challenge yourself to lead.
- ✓ Set Boundaries with Confidence: Saying “no” is just as important as saying “yes.”
- ★ **True peace isn’t just about avoiding conflict—it’s about creating real, meaningful engagement.**



Section 3:

Understanding personality types is just the first step—true transformation happens when teams actively use these insights to improve collaboration, feedback, and leadership.

Instead of letting Enneagram reports sit on a shelf, organizations need tools that make these insights part of daily interactions. That's where Cloverleaf comes in—helping teams embed self-awareness, communication strategies, and coaching directly into their workflows.

See Your Personalized Enneagram Report

You can download a personal, full-length Enneagram report from your ME Dashboard on Cloverleaf.

[LEARN MORE](#)



Section 4:

Make Team Development A Daily Reality

Development doesn't have to be an extra task on a manager's plate—it can be embedded into the way teams work together every day.

Cloverleaf helps you integrate Enneagram insights into your leadership and team development, ensuring that coaching isn't just a one-time event, but a continuous process that happens in real time.

This section will show you how to make development a reality in your organization.

Section 4:

1. Use Scalable Technology To Reach Every Person

Leadership development shouldn't be limited to just a few individuals—every team member benefits from self-awareness, communication insights, and coaching. Scalable technology ensures that growth isn't an exclusive resource but an embedded part of daily work.

— Make Development Universal, Not Exclusive

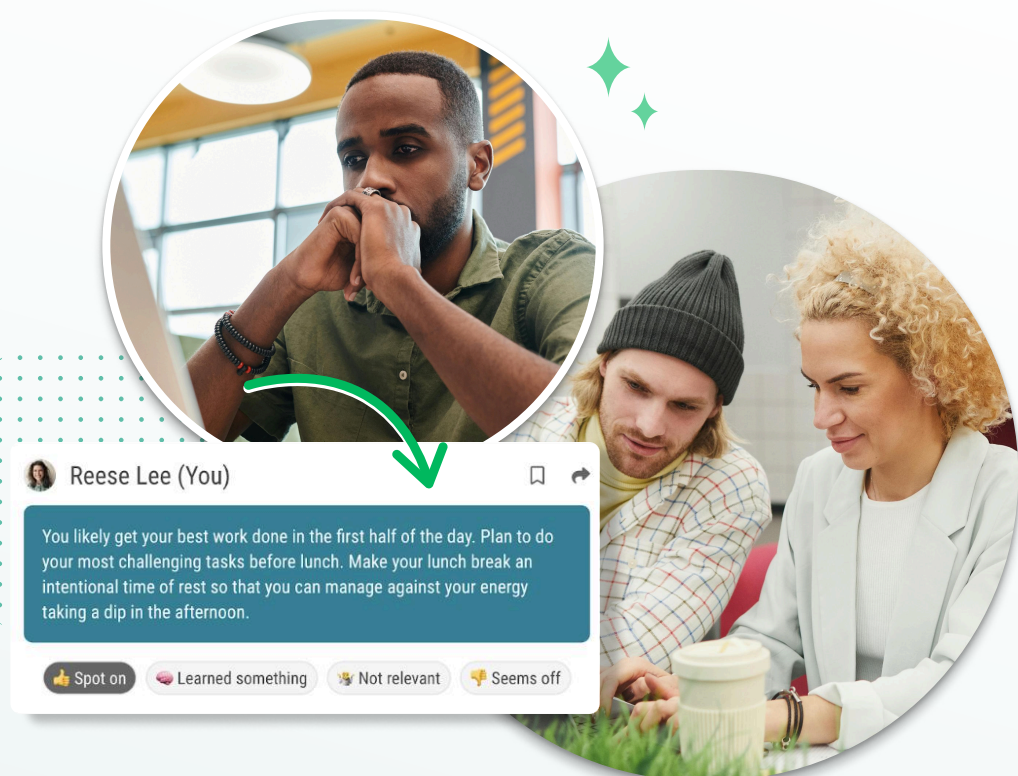
Traditional leadership programs are resource-heavy and reach only a fraction of employees. Cloverleaf delivers personalized coaching insights to everyone—helping teams, not just individuals, grow.

— Remove The Resource Constraints

Workshops and traditional coaching models are time-intensive and difficult to scale. Automated insights ensure that every team member receives relevant, ongoing coaching without added burden on HR or managers.

— Scale Without Adding Complexity

Leadership development shouldn't require more meetings or extra admin work. Cloverleaf seamlessly integrates coaching into existing workflows—turning learning into action without disrupting productivity.



Section 4:

2. Embed Personalized Enneagram Coaching Into Daily Workflows

Development should happen where and when it's needed—inside the tools your teams already use. Cloverleaf brings Enneagram-powered coaching directly into Slack, MS Teams, email, and calendars, so growth happens in real time.

— Make Learning Personal And Actionable

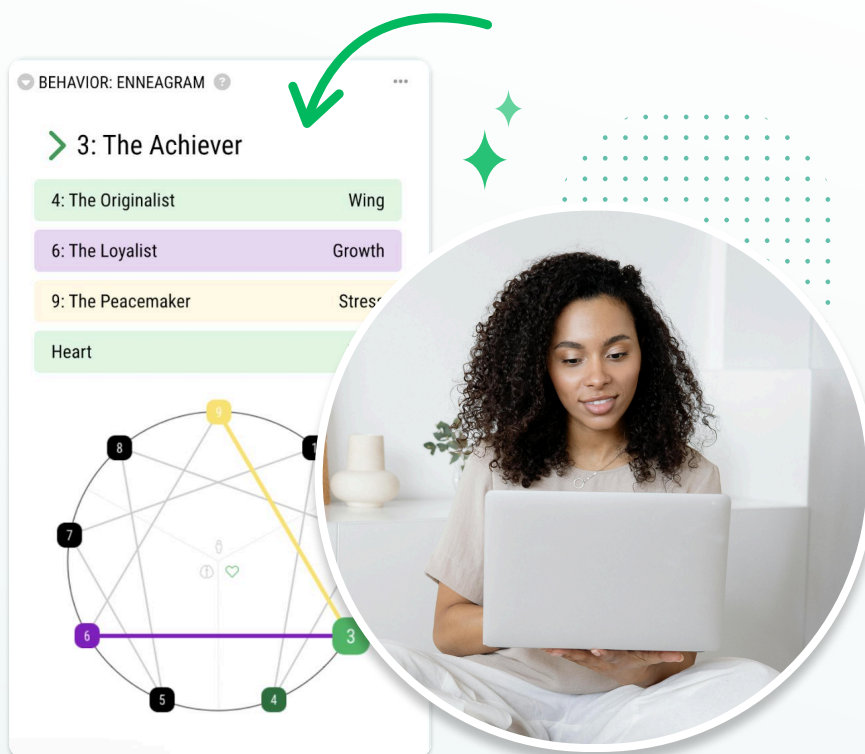
Most leadership models don't account for each individual's unique strengths and challenges. Cloverleaf tailors coaching insights based on personality styles, work habits, and team dynamics—so every leader gets exactly what they need.

— Deliver The Right Insight At The Right Time

Workshops introduce concepts, but employees often forget what they've learned when it's time to apply it. Cloverleaf sends coaching nudges in real time—so when a manager is about to give feedback, they get instant guidance on how to approach it effectively.

— Turn Training Into Daily Habits

Instead of one-off training sessions that quickly fade, Cloverleaf embeds insights into everyday conversations, meetings, and projects—so leadership behaviors like trust, feedback, and communication become second nature.



Section 4:

3. Empower Teams To Grow Collectively, Not In Isolation

Leadership isn't just about managers—it's about how whole teams interact, communicate, and develop together. When every team member has access to self-awareness and coaching, trust deepens, collaboration strengthens, and accountability increases.

- **Develop Teams Together, Not Just Leaders**

Most training focuses on managers, leaving a gap between what they learn and how their teams operate. Cloverleaf helps entire teams understand each other's strengths, motivations, and communication styles—so development happens collectively.

- **Make Trust Actionable, Not Theoretical**

Trust is built through consistent, intentional actions—not just a shared value. Cloverleaf equips teams with the insights they need to navigate conflict, improve feedback, and create an environment where trust flourishes.

- **Enable Every Employee To Take Ownership Of Growth**

Managers play a crucial role in team success, but they shouldn't have to drive development alone. When every employee has access to coaching, team members become more self-aware, proactive, and engaged in their own growth—reducing the pressure on leadership.



TODAY'S TEAMMATE TIP
Because Tariq is in your Coaching Network

[Tariq Robinson](#)

Tariq can likely anticipate potential challenges before they become larger problems. With the Futuristic® strength, Tariq has the ability to sense what's around the corner, helping the team plan and prepare. Involve Tariq in strategic planning sessions and future oriented discussions as forward thinking can provide valuable insights and guide proactive decisions.




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Was this tip helpful? [Yes](#) [No](#)

Make Development *Scalable & Personalized* With Cloverleaf.

Cloverleaf transforms team and leadership development by embedding coaching insights directly into daily workflows. Instead of extra meetings or more admin work, **we make coaching seamless, actionable, and available exactly when it's needed.**

Why Teams Choose Cloverleaf:

-  **Enable scalable, personalized coaching** so every team member receives development exactly when and where they need it.
-  **Embed growth opportunities** into the flow of work to ensure behaviors like trust, collaboration, and feedback become daily practices.
-  **Empower managers and teams** with insights that strengthen team dynamics, improve communication, and drive shared accountability for development.

"We started with just one executive coaching engagement, but after seeing the impact of Cloverleaf, it quickly grew into a full-company initiative. What began as leadership coaching for a handful of executives expanded to over 500 employees using Cloverleaf daily. It broke down silos, helped leaders communicate more effectively, and created a stronger, more connected culture across our growing organization."

- Linda Mahoney, HR Leader at XL Parts/TPH



Experience The Difference Yourself.

Schedule a demo to see Cloverleaf in action or scan the QR code to learn more.

SCHEDULE A DEMO

