

# THE ART OF PEOPLE

*11 Simple  
People Skills That  
Will Get You  
Everything You Want*

NEW YORK TIMES BESTSELLING AUTHOR

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## Descriptions of the Types

**Ones:** Ones interact with the world by Striving to Be Perfect. They are often models of decorum, clear logic, and appropriate behavior. They focus on rules, procedures, and making sure that they are always doing the “right thing.” When they overdo their Striving to Be Perfect, they can become critical, judgmental, and unwilling to take risks. Under stress, Ones may fear that if they have too much fun, they will become irresponsible.

**Pitfalls for a One:** Rigid and unwilling to change; judgmental; critical

**Twos:** Twos interact with the world by Striving to Be Connected. They are often selfless, caring, and nurturing. They focus on helping others meet their needs; they build rapport easily and enjoy finding a common bond with others. When they overdo their Striving to Be Connected, they may fail to take care of their own needs and end up becoming emotionally dependent on others. Under stress, Twos may fear that if they are not closely connected to others, they will become isolated.

**Pitfalls for a Two:** Breaking boundaries; histrionics; always taking support role

**Threes:** Threes interact with the world by Striving to Be Outstanding. They work hard to exceed standards and to be successful in whatever they undertake. They place high value on productivity and presenting an image of being a winner in whatever environment they are in. When they overdo their Striving to Be Outstanding, they may become attention-seeking and may value image over substance. When stressed, Threes may fear that if they are not making great efforts to be excellent, they will become mediocre.

**Pitfalls for a Three:** “Yes, I’ll Do It” syndrome; spin and wanting to look good; seeking recognition

**Fours:** Fours interact with the world by Striving to Be Unique. They generally approach their lives creatively, in fresh and interesting ways. They gravitate toward things and experiences that are elegant, refined, or unusual. When they overdo their Striving to Be Unique, they may feel misunderstood and may withdraw from others and become isolated. When stressed, Fours may fear that if they do not put their own special touch on their world and their experiences, their individuality will become repressed.

**Pitfalls for a Four:** Rebellion for rebellion’s sake; insistence on being right; drama

**Fives:** Fives interact with the world by Striving to Be Detached. They are observant, logical, and generally reserved. They focus on problem solving, innovative ideas, and data gathering. When they overdo their Striving to Be Detached, they can end up being dull—out of touch with their experiences and emotions. When stressed, Fives may fear that if they do not remain detached and guarded, they will become uncontrolled.

## ■ DESCRIPTIONS OF THE TYPES

**Pitfalls for a Five:** Thinking too much, doing too little; not nurturing relationships; unaware of surroundings and impact on others

**Sixes:** Sixes interact with the world by Striving to Be Secure. They find security in being part of something bigger than themselves, such as a group or tradition. They are careful, responsible, and protective of the welfare of the group. They focus on maintaining consistency, tradition, and cohesion. When they overdo their Striving to Be Secure, they may fail to take the risks necessary for high performance and settle for mediocrity. When stressed, Sixes may fear that if they relax their guard, they will be vulnerable to possible dangers.

**Pitfalls for a Six:** Pessimism; suspicion; “Dog with the Bone” syndrome

**Sevens:** Sevens interact with the world by Striving to Be Excited. They are upbeat, enthusiastic, optimistic, and curious. They focus on possibilities and options and keeping others entertained. When they overdo their Striving to Be Excited, they may fail to follow through, become easily distracted, and act irresponsibly. When stressed, Sevens may fear that if they do not keep their options open, they will miss out on something.

**Pitfalls for a Seven:** Talking too much; not following through; avoiding unpleasantness

**Eights:** Eights interact with the world by Striving to Be Powerful. They are action-oriented self-starters who love to be in charge. They focus on getting things done and overcoming the obstacles that may lie in their way. When they overdo their Striving to Be Powerful, they may not adhere to the rules or norms that others expect them to follow and their behavior can become uncontrolled. When stressed, Eights may fear that if they become too connected to others or experience their own emotions too deeply, they will become dependent on others.

**Pitfalls for an Eight:** Bullying; always being right; needing to be the boss

**Nines:** Nines interact with the world by Striving to Be Peaceful. They are calm, pleasant, and likable. They focus on maintaining a sense of inner harmony by minimizing their own needs and concentrating on the needs of others. When they overdo their Striving to Be Peaceful, they can become passive, relying on others to make decisions for them. When stressed, Nines may fear that if they place too much importance on themselves, they will be seen as attention-seeking.

**Pitfalls for a Nine:** Holding back; avoiding conflict; “The Nice Guy” syndrome

For more information about the Enneagram assessment, please visit [www.enneagramlearning.com](http://www.enneagramlearning.com).