

# The Nine Enneagram Types

The following snapshots will give you an overview of each type in different workplace situations — as an employee, colleague, leader and manager — along with tips for working with each type. This information will help you feel more confident when introducing each type in the workshop, answering questions and leading the discussion activities. For further information on each type, refer to the resources section at the end of this guide.

## Type One: The Perfectionist

Ones are defined by their belief that everything must be in order, and by their feeling that they always must be “right.” They have high standards and are determined to ensure that they, their work, their work environment and others improve their performance to meet those standards.

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**Core motivation:** To live with integrity; to be right and good.

**Key traits:** Dutiful, conscientious, responsible, high standards, disciplined, focused.

**Strengths at work:** Strive for quality, quick to find practical solutions, know the right way to complete tasks, consistent, organized.

**Challenges:** Too focused on the details, overly critical, only seeing one way to complete a task, struggling to delegate, dislike of other people not following the rules.

**Communication:** Respectful, educational, direct, honest, rational.

**On a team:** Ones appreciate teams and organizations that have high standards but prefer to work independently. They focus on practical results, have a keen attention to detail and can be relied on to deliver high-quality work. Ones appreciate people who share their strong work ethic and people who do what they say they will.

**As a leader:** Ones focus on improvement and bring the same energy to their role as a leader. They are high achievers and mentor their teams to achieve similar results. They take a hands-off approach, leading by example while providing clear expectations of the required outcomes. As leaders, they are comfortable making tough calls.

**Misconception:** Ones can be perceived as cold, critical and driven to improve everything. That is not the case. Ones can be incredibly warm, friendly, funny and playful. They become improvement-focused only on the topics they care about. That won't apply to every area of their life.

**Development focus:** Ones shift from the "one right way" to being open to alternatives when they:

- Ask questions instead of finding flaws in others' suggestions.
- Appreciate imperfection and "good enough."
- Practice delegating tasks and being okay with how they are completed.



*Facilitator Note: In a workshop, Ones need to know the 'right' way to contribute. Aim to provide clear, step-by-step instructions about what you are expecting. Provide this in the pre-email, at the start of the workshop and when inviting people to engage on each of the type descriptions.*

### Working with a One:

What's great about working with Ones	Challenges for people who work with Ones
<ul style="list-style-type: none"> <li>• They have a great work ethic.</li> <li>• They like to work independently.</li> <li>• They are objective, rational and diligent problem- solvers.</li> <li>• They want to do a good job and support others.</li> <li>• They are highly ethical and try to do the right thing.</li> </ul>	<ul style="list-style-type: none"> <li>• They can insist on doing it their way and may not be open to considering other options.</li> <li>• They can be inflexible about following rules and procedures.</li> <li>• They can work too hard and resent others for not working as hard as they do.</li> <li>• Others can feel criticized or judged by them.</li> </ul>
When your manager is a One	When you manage a One
<ul style="list-style-type: none"> <li>• They have good intentions.</li> <li>• They try to do the right thing.</li> <li>• They are natural teachers.</li> <li>• They are dedicated to good causes.</li> <li>• They may not realize how their focus on improvement impacts you.</li> <li>• They may struggle to delegate.</li> </ul>	<ul style="list-style-type: none"> <li>• They may imagine you are criticizing them when you aren't.</li> <li>• They may overlook or ignore positive feedback.</li> <li>• They can work too hard.</li> <li>• They can be too detail-oriented and not get things done on time.</li> </ul>