

NINE DOORS[®]

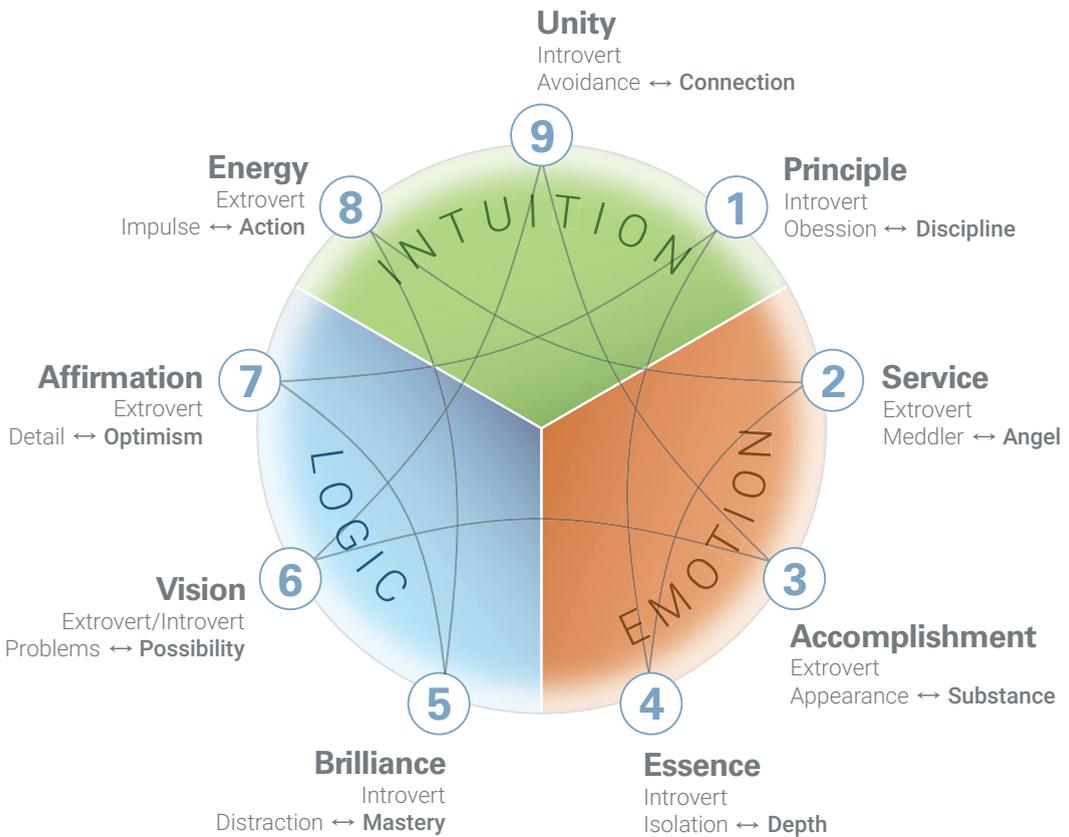
The Physics of Consciousness[™]



— WARD ASHMAN, PH.D. —

NINE DOORS®

The Physics of Consciousness™



WARD ASHMAN, PH.D.

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For information, contact Ward Ashman via email at
ward.ashman@trimergence.com.

Revised 2025.

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Introduction

Nine Doors is called “The Physics of Consciousness” because it provides an easy to learn, diagram-based system that helps us quickly gain perspective about our unique experience as human beings. The elegance of the diagram as a symbolic tool, along with the uncanny accuracy of the Nine Doorways’ definitions and experiences, provides an easy entrée to experiencing ourselves and others far more clearly in order to gain a much more accurate interpretations of our relationship environments.

Nine Doors does source from a similar foundation of history and theory as the conventional Enneagram, which uses surface-oriented “personality types” as its defining concept. However, Nine Doors goes deeper into the fundamental spirit of the human condition and our underlying human “operating system,” uncovering a profound and useful definition of our state of being that exceeds the more surface concept of “personality” or “type.” At this deeper level, the spirit of Nine Doors represents an invitation to be our best selves by accessing all that is available to us as modeled by our entire human community. This opportunity is represented by fact that the symbol is a circle—in reality we have access to the entire circle, including its various perspectives and interpretations modeled by each of the Doorways.

Therefore, the Nine “Doorways,” by serving as our unique entrance into the circle, helps us access the wide range of perspectives and styles inclusive of all humans.

Our Primary Doorway serves as an elegant entrance, and helps us define our own internal operating system, representing our unique viewpoint and interpersonal style. Our, often unconscious, operating system influences our approach to life, our relationships, and our surface social interface (“personality”) with others. These elements are based on our socially learned and genetic beliefs, attitudes, and overt behaviors. The Nine Doors approach activates an accurate understanding of these deeper elements of our human state of being. As a result, using the Nine Doors approach activates a broader understanding of the fullness of the overall human condition, which enhances our learning, growth, and ability to always be at our best in life, and to evolve far beyond our existing, often unconscious, definitions of self.

Self-Awareness

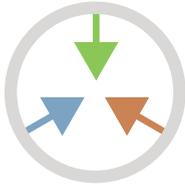
Discovering one’s Doorway is ultimately a journey of self-awareness. Most are motivated to identify their Doorway right away. However, while finding one’s Primary Doorway entree into the Nine Doors is important and desirable, it’s not the ultimate goal. Ultimately, understanding ourselves through the systematic discovery of the Nine Doors system is an even more valuable investment in self-awareness that will naturally lead to discovering one’s Doorway at one’s own time and pace.

Diversity

Realizing that people have a wide diversity of perspectives and behaviors is key to being an effective person. For example, at times we may not understand others, but using Nine Doors helps us appreciate and accurately interpret their diversity of perspective and interactional interface so that we can better understand and connect with them. Effectively appreciating and leveraging our diverse backgrounds and styles enhances everyone's creativity and success.

Takeaways

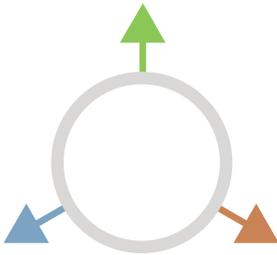
- Discover your unique approach to be your best self
- Learn your blind spots that others see, but you often don't
- Do more of what you are good at
- Use self-awareness to create more success and fun
- Learn how to build great relationships
- Predict how others will respond to you
- Gain perspective and tools on how to communicate across diverse points of view and inherent beliefs among a wide range of people



Two Energy Sources

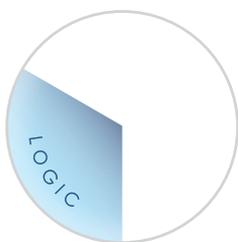
Introvert

- Connect with self and recharge by turning inward, often preferring solitude or quieter environments
- Process information internally
- Need the internal reference to feel connected to themselves and others
- Lack of introverted time can lead to burnout and overwhelm
- May withdraw further to restore balance, which can be mistakenly viewed as disengagement



Extrovert

- Recharge by reaching out to others to engage in active relationships
- Thrive on interaction and feedback from others to nurture sense of self and identity
- May be perceived as overly talkative or even controlling in conversations at times
- Keep interactions lively and can positively influence group dynamics
- Still require some internal recharging, too much extroversion can lead to burnout



Three Intelligences

Logic can be subjective and personal. There is no universally accepted logic, even in science. Logic is also “chronologic.” Time is required to gather facts, build logic, and make sense. Logic’s gift is a linear, straightforward pathway to understanding. When there are gaps in information, Logic can stop until necessary facts are found, which can slow down productivity.



Emotion is “heart in action,” enhancing personal and business success by building long-term, trust-based relationships. We can experience emotion as the immediate “ups and downs” that connect us with our feeling-based experiences. Emotion’s gift is its rich tapestry of diverse feelings. Emotion’s challenge is the time and physical effort required to navigate and integrate those feelings.



Intuition is a type of non-linear inner knowing, which can be based on personal and collective knowledge. Intuition creates breakthroughs, emerging quickly and often with surprising accuracy. Intuition’s gift is direct access to basic and deeper truths and wisdom. Its challenge occurs when we misinterpret its message and impulsively proceed in the wrong direction.

Keep In Mind

- Using all Three intelligences are better than just defaulting and relying on one
- Most of us tend to overuse one of them (our Primary Intelligence)
- All three are available to everyone!
- Like being able to speak three languages: Logic, Emotion, Intuition to communicate with a much broader group of diverse people with their own Primary Intelligences
- Adopt an expansive point of view based on optimizing the three and seeing a much broader perspective
- Creates an evolutionary advantage being at our best by using all three to accelerate our relevance and value to become indispensable in all of our relationships
- Creates diversity of perception, which drives creativity and innovation

Discover Your Doorway

There is no simple or well-defined approach to discovering where one fits in the Nine Doors system. The Nine Doors approach is to learn from the inside out, starting with easy-to-understand constructs and exercises to experience yourself from a deeper level to see where you might fit.

Along with the course videos, the Nine Doors approach combines simple concepts and self-assessments to produce a clearer picture to help you become aware of what may be your Doorway. Below is the simple three-step discovery process.

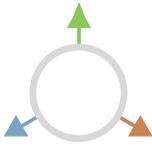
First, identify where you fall on the Introvert-Extrovert scale. This represents the primary way you connect with yourself and recharge your energy.

Second, select which of the Three Intelligences — Logic, Intuition, and Emotion — is your primary intelligence that you rely on the most. Ideally we balance between all three but most of us tend to lean towards one, our Primary, which serves as a type of default start point.

Third, use your self-awareness to move toward one of the Nine Doorways that you identify with most strongly. The Nine Doors videos and additional materials will help you do this.



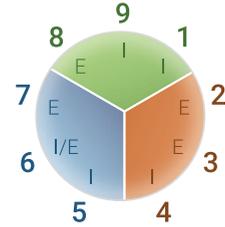
INTROVERT
Self-directed



EXTROVERT
Other-directed



PRIMARY INTELLIGENCE
Logic · Emotion · Intuition



MAKE YOUR MATCH
Introvert (I) or Extrovert (E)
Logic · Emotion · Intuition

Discovery Guidelines

- You may consider several Doorways at the beginning
- Some quickly discover their Doorway, but that is not always the case
- Many are initially wrong in their self-assessment, but if they stick with their ongoing inside-out discovery process they will eventually find the right Doorway
- It is common that people may aspire to be a certain Doorway, either based on observing a video or learning that a famous person is of that Doorway

- Read and use the Nine Doors book, which is designed to provide the key information, along with the related online self-assessments, to help discover your Doorway
- Reviewing the Challenges and Gifts of each Doorway is also an effective way to determine your fit. These will help you observe yourself more clearly, accelerating your discovery process. This is laid out as a 2-page spread for each Doorway in the Nine Doors book, so it is easy to explore
- Explore the Wings (Flavoring) and Arrows (Temporary Transformations) of the Doorway you think you may be and see if those fit the configuration of your unique Doorway style
- Sometimes you might find that you may be one of the Wings or Arrows instead of the Doorway you thought you were
- Some Doorways can initially appear to be like the point that they are considered “lookalikes.” But upon further understanding, they are quite different

Assets: Wings (Flavoring) + Arrows (Temporary Transformations)

A defining aspect of the Nine Doors system is our ability to access other Doorways as benefits to our Primary Doorway . Ultimately, we are connected to all nine since the Nine Doors system is integrated into a circle. However, we have direct access to another four, two Wings (Flavoring) and two Arrows (Temporary Transformations).

These more direct connections to our primary doorway create an ongoing, positive resource for us. We use these Assets to be more flexible, creative and to develop a much broader view on life, others, and ourselves.

Wings (Flavoring)

Wings are the doorways that lay to each side of our own, flavoring our perception and experience. We have constant access to Wings. We can use them to enhance our performance by accessing their gifts to strengthen our usual style and strategy.

Arrows (Temporary Transformations)

Arrows are the seven lines within the circle that point to other Doorways. We can move to those related Doorways, experiencing and appearing as having their styles and strategies, however this access occurs more as temporary transformations. Over time, we move back to our Primary Doorway.

The Nine Doors system promotes dynamic and constant movement to fully integrate the strengths of our Wings and Arrows. Through maximizing the gifts, and managing the challenges of our Wings and Arrows, we can build a diverse, strong, high-performance state of being and performance that helps us connect with a broad range of people from widely diverse backgrounds.



Principle

Nine Doors® Snapshots

Ones have an intuitive sense of the fundamental rules and standards of life. This gives them a strong sense of comfort and provides them with a well-defined roadmap for making meaningful contributions. Ones are able to attract and inspire others to trust them by modeling these internal standards that demonstrate a “high road” approach to life and work. Ones track their standards through self-reflection. Their internal voice serves as a reminder of correct perspective and practice to help Ones fulfill their expected high level of performance and successful outcome. The internal voice reminds the introverted Ones of what is required to achieve their high-level performance goals in all affairs.



Service

Twos are expert at anticipating the needs of others. This comes very naturally. Consequently, they can overly focus on others’ needs that they overlook their own. With the deep sense of love and inclusion that drives them, Twos thrive on caring for others. Twos are very good at accepting and appreciating others for “just being who they are.” Twos are motivated by a quality of partnership and desire to serve. When out of balance Twos can become dependent on others who “need” them.

This “needing” process provides a false sense of security for Twos, but it can backfire if they become dependent on others continually having to recognize Twos’ value.



Accomplishment

Threes are extroverts and easily create positive feelings within themselves and others. Threes’ positive emotional drive creates a compelling environment of inclusion and mutual success. Others want to share in this positive energy that gets things done. Threes are highly motivated to improve themselves, which provides inspiration for others to do so as well. Threes’ combination of commitment to contribution, partnership, and a practical knack to reach success provides a strong foundation for team success. Below the surface, a challenge for Threes is ongoing doubt and concern that success may not be achieved. When insecure, Threes worry about whether they can count on their partnerships to reach their expectations. Others may sense this and feel that Threes may doubt whether they can reach the goal together.



Essence

Fours are most at home in the relationship with themselves. Their internal world is rich and complete, and it serves as a safe place from the intensity of the external world.

Fours' interior life becomes a trusted and accurate reference point, reflecting their perception and understanding of the deeper essence and meaning of life. Fours are expert at experiencing strong emotions in this private environment, knowing that others who don't understand their skill will not interrupt them. The Fours' sensitivity provides access to deeper and crucial information that is valuable to others, but Fours can also feel uneasy in "conventional" relationships. Thus, Fours can struggle with asserting themselves into public environments, while knowing that they ultimately must do so to survive.



Brilliance

Fives find pleasure in their thinking process. They work hard to exercise their logic capability and intellectual strength. Fives enjoy discovering how things work, both in the practical world, and in the abstract. Theory and philosophy are both safe and stimulating to Fives. They are unusually skilled at understanding how things work and enjoy thinking deeply about challenging concepts and ideas. Fives' stimulating and rigorous thought process provides great rewards for everyone, especially in technology related fields. Fives have strong emotions and a warm heart, but are hesitant to show this openly loving side, even to close family members. As a result, Fives can be misperceived as "cold" or objective.



Vision

Sixes are expert at using their strong logic capabilities to quickly scan their internal and external environments. This creates a wide range of information, which Sixes organize into well-defined and concise logical categories. This internal experience is positive, but can also be slightly scary as a type of adventure to find out what is really happening “out there.” Sixes’ ability to gather data quickly helps them expertly and rapidly assess what is happening in any situation, and do so faster than those around them. This creates frustration for Sixes because others often don’t yet perceive what Sixes already know. This causes Sixes to be frustrated, and to doubt whether others “get it” because Sixes already see the reality.



Affirmation

Sevens are genuine in their commitment to see the good in life, including their own lives and the lives of others. Sevens celebrate goodness, not just as optimists, but also as a deep positive affirmation, which we all can increase through positive perspective and committed action. Sevens’ sincere perspective creates positive results because of their “power of positive thinking.” However, they can also unconsciously distract themselves from deeper truths and details by spinning positive story lines. Determining the difference between optimism and denial can be difficult for Sevens.

Overlooking reality through an overly positive perspective can inhibit truth and threaten realistic perspective and performance. Regardless of their approach Sevens are always dedicated to the positive, which is their passionate mission, service, and message to others.



Eights are broad thinkers and extroverted with a strong desire for everyone to be treated fairly and to generate success opportunities. Healthy Eights are natural leaders and have the ability to generate loyalty from others. With their energetic work style and an underlying expectation of their own and others' highest performance, Eights can appear aggressive, demanding, and very direct to get results. Their actual motivation is that they want to ensure nothing gets in the way of progress for everyone, including themselves. As a result, under this type of performance challenge, Eights can gain a reputation of "pushing too hard." Thus, others can perceive Eights as a threat due to their powerful, energetic, high expectations oriented style. In reality, the person Eights push the hardest is himself or herself.



Unity

Nines sense subtle, deep, and intuitive realities of relationships. Nines can become so involved in this state that they mistakenly miss opportunities to fulfill their own needs. Nines are comfortable with this deep sensitivity because it creates a relaxed environment for themselves and others. Nines are skilled at helping individuals and groups address difficult topics with relative comfort and safety. Nines' gift of awareness of these deeper, often universal themes can get in the way of their own well-being. Their intense connections with others override direct experience of themselves. Once Nines learn to put themselves first, they are very good at facilitating a unified environment of highly productive relationships. With their adept facilitative skills, Nines provide great value in a wide variety of professional environments.

Nine Doors®

Quick Reference Guide

This two-page spread begins each Door's chapter. It provides rapid grasp of the essentials, including practical insights and tips, both for those of that doorway, and those who relate to them.

Door of Perception

Foundations of Perspective and Practice

Key Themes Tips and points to consider and remember

Arrows Defines both arrows and their respective gifts and challenges

1

Principle

Gift
Discipline

Challenge
Obsession

Insight
Values, procedures and ethics

Action
Intense focused effort

Motto
Our best effort

Primary Intelligence: Intuition

Energy Source: Introvert

Motivation: Passion for Life

Assets

Wings—Flavoring		
	② Service	⑨ Unity
GIFT	Angel	Connection
CHALLENGE	Meddler	Avoidance

Arrows—Temporary Transformations		
	④ Essence	⑦ Affirmation
GIFT	Depth	Optimism
CHALLENGE	Isolation	Details

24
Principle

Wings Defines both wings and their respective gifts and challenges

Communications Tips

Transform communication challenges to opportunities.



Self: Advice for Ones for Communicating and Relating to Others

Opportunities	Challenges
Communicating	
Ask for others' opinions	Self-righteous interpersonal style
Relating	
Be positive and extroverted	Immersed in internal thought

Self is person of this doorway

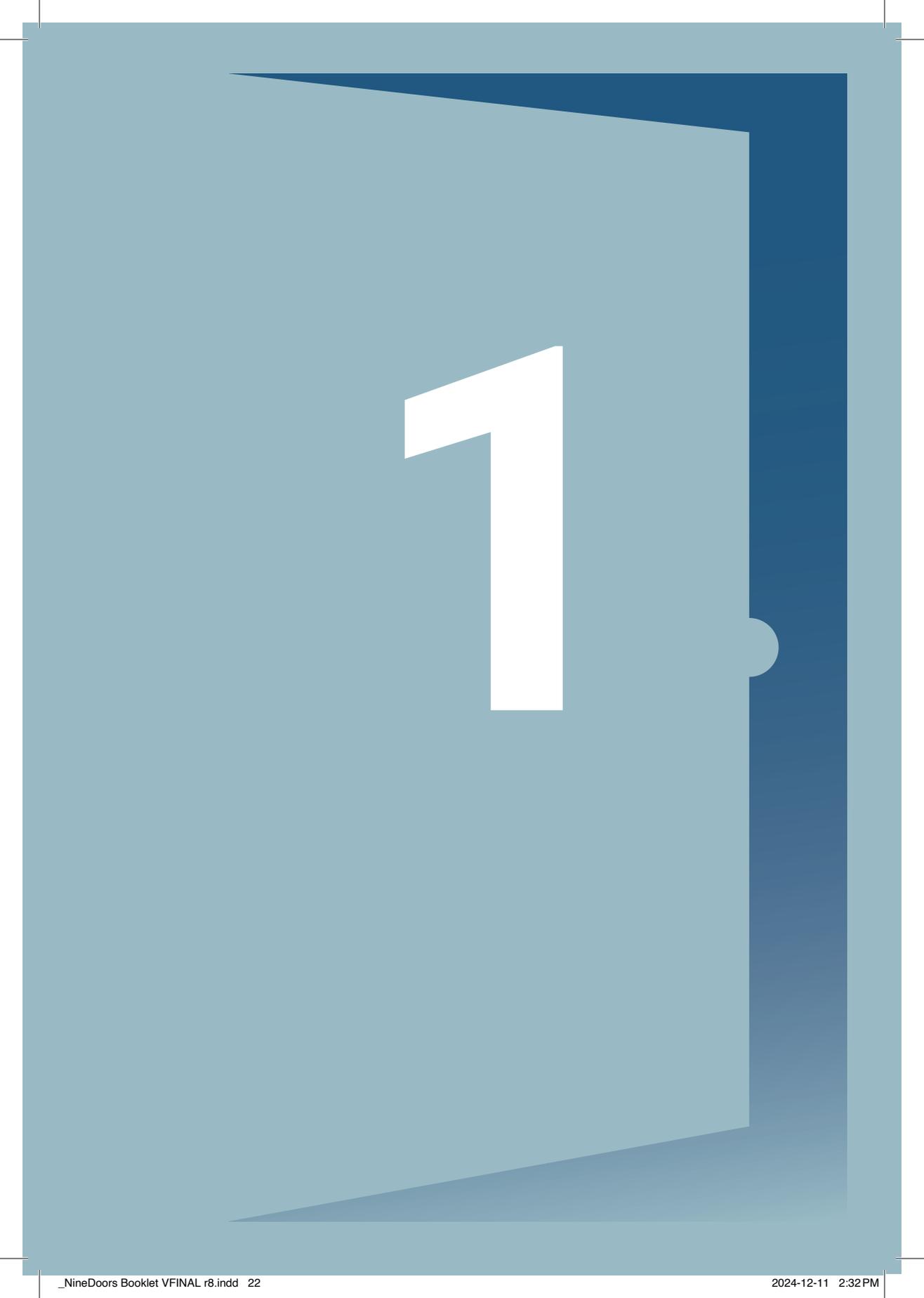
Others: Advice for **Others** when Communicating and Relating to Ones

Opportunities	Challenges
Communicating	
Present opinion to dialogue	May appear rigid and resistant
Relating	
Invite to social activities	Task-focused, pushes too hard

Other relates to those of this doorway

Principle | 25

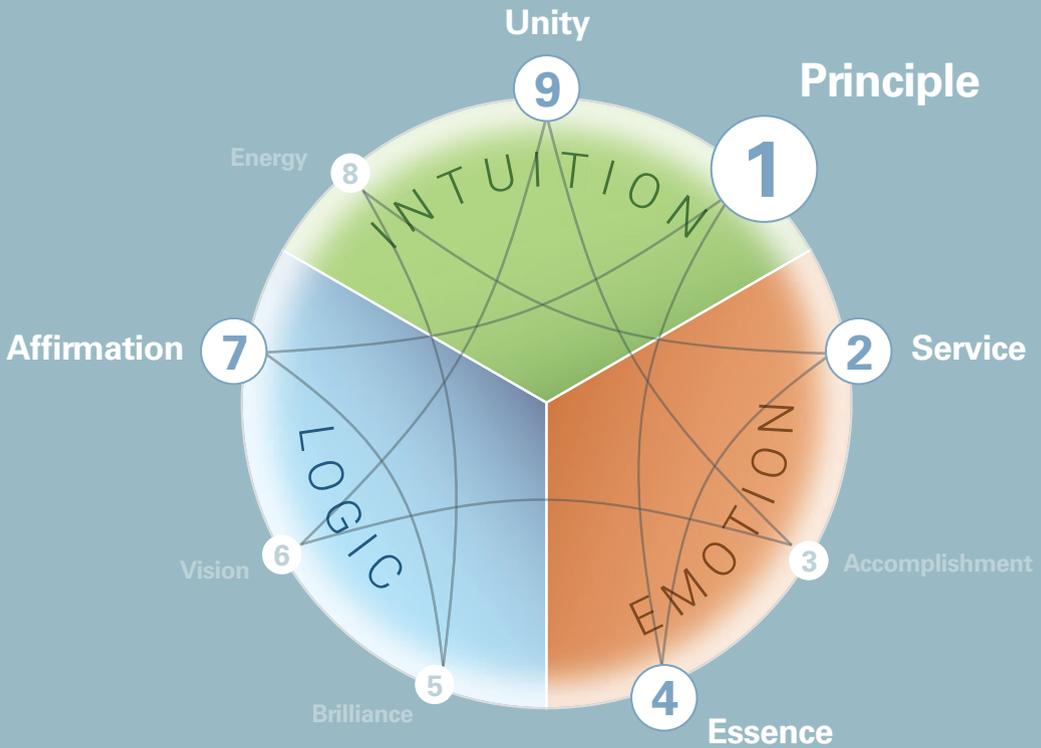
Relationships Tips: Transform relationship challenges into opportunities.



1

— DOORWAY 1 —

Principle



1

Principle

Gift
Discipline

Challenge
Obsession

Insight
Values, procedures
and ethics

Action
Intense
focused effort

Motto
Our best effort

Primary Intelligence: Intuition

Energy Source: Introvert

Motivation: Passion for Life

Assets

Wings—Flavoring

	② Service	⑨ Unity
GIFT	Angel	Connection
CHALLENGE	Meddler	Avoidance

Arrows—Temporary Transformations

	④ Essence	⑦ Affirmation
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1

Principle



KEY INSIGHT

Ones are creative, but can get stuck in the need for duty and order. Life and work is important and serious, but remember that enjoying life and having fun is what makes work ultimately rewarding.

overview

Ones enjoy a strong internal sense of inspiration and comfort from having an intuitive sense of the fundamental, intrinsic rules and standards of life. This internalized competency serves as Ones' roadmap to achieve a high quality life and sense of meaningful contribution. Consequently, Ones are able to attract and inspire others to trust them through their modeling of these internal standards that demonstrate a "high road" approach to life and work.

Ones track their standards with an internal, often auditory, self-reflective sentinel. This private voice serves as a reminder of correct perspective and practice to help Ones fulfill their expected high level of performance and successful outcome. The sentinel reminds the introverted Ones of what is required to achieve their high-level performance targets in all affairs.

internal experience

Nothing is more rewarding to Ones than to reach their ideal outcome by following their internal standards and principles. As a result, Ones often gravitate to professions or life circumstances where they can achieve a measurable outcome.



This successful environment helps Ones enjoy the experience of achieving precise outcomes as well as to prove that their intrinsic standards and systems work well.

When under stress, a key dilemma for Ones is that the inner sentinel can appear as a harsh voice of criticism. This self-shaming can activate Ones to reactively follow their standards and feel attacked, especially when attempting to reach a standard that may not be possible.

Over time, the focus on what is “wrong” about oneself can become a type of seduction. Ones then feel a sense of righteous frustration, using self-criticism to create a “high ground” that they and others have to aspire to.

In their introverted manner, Ones create an internal laboratory to self-observe, analyze, and strategize how to achieve their goals. This lab can be a very enjoyable internal creative environment that helps them determine how to achieve their high-level plans with great integrity.



KEY ACTION

Be positive and don't overreact to perceived failure. Ones often push for standards that are too high or unrealistic. Remember that nobody is perfect and that we learn best through fully experiencing our mistakes.

1



KEY BLIND SPOT

One's worst fear is being ineffective. This can cause Ones to avoid building their relationships, career, or lifestyle further because they may appear threatening.

external style

Ones have a highly focused work and interpersonal style. This is a very meaningful experience, so Ones can exude a state of competence that can be quite enjoyable and effective. When Ones stay on track with their competency, principles, and goals, all is well interpersonally. However, Ones can become irritable and project judgment towards others when they feel inhibited to reach their standards and goals.

Intensity of passion and focused action are Ones' natural external styles. Their energy level is high. Thus, Ones can push long and hard, to the point where they can exhaust others with their intense energy.

self-leadership opportunities

When in survival or self-critical mode, Ones can appear judgmental towards others, although ironically, the ultimate judgment for Ones is towards themselves.

The opportunity for Ones is to realize that this drive for relative "perfection" and tendency to blame others is actually a projection of their inner frustrations dissatisfaction even, for their lot in life.

Under stress Ones can become obsessive. When Ones feel blocked to achieve results, they can reactively over focus on details, creating a false sense of security by dealing with more tactical tasks.



At these times, Ones can benefit from stepping back and observing their situation strategically to make sure they are moving in the right direction.

Intuition is a key aspect of Ones' internal state, and serves to help identify what is possible, as well as to discover creative ways to reach their goals. Following the guidance of intuition provides a strong sense of connection with others, which leads to the mutual success and camaraderie that is so important for Ones.



KEY OPPORTUNITY

Ones can trust their intuition and intrinsic sense of purpose and approach. Ones often serve as a beacon to others, showing the correct path. Ones can be more open with their opinions and help others through positive, forthright, and direct guidance.

Ones have an ability to notice subtleties regarding people and circumstance, and are able to quickly infer what is happening on a deeper level. This provides Ones with the capability to quickly and accurately perceive how to reach their goals. Thus, Ones are able to step out of their own experience and perspective and effectively connect with others through their intuitional, inclusive, approachable, and usually humble interpersonal style.

Ones' key opportunity is to keep looking outward and observe the options that exist in the realm of relationships and other creative circumstances. Without this strategic perspective, Ones may over focus on their own internal standards and procedures. This can cause them to miss key information and become frustrated by not hitting their intended target.

1

① Gifts

Makes quick sense of complex information intuitively

Committed to self-improvement and constructive feedback

Models high standards and inspires others to follow

Solid work ethic creates an environment of camaraderie and goodwill

Persists despite intense obstacles

Inspires loyalty through personal modeling of organization and standards

Guards and protects principles, procedures, ethics, and integrity

Creatively applies principles into action

Intuitively perceptive and facilitates others' conflicts

Deep sense of care and connection with others

Humble, inclusive, and big-hearted; shares results of success

Takes action quickly with deeper purpose and accepted standards

Creates frameworks and processes to institutionalize procedures

Inspired, dependable, self-disciplined, committed, and autonomous

Commitment to detail ensures procedures are followed correctly

① Challenges

Analytic, but can obsess on details, inadvertently thwarting forward movement
Native tenacity migrates to stubbornness and rigidity
Overly positive and ignores objective facts that appear to violate standards
Relentless drive misses opportunities to celebrate successes
Surprised and disoriented when others don't support their principles
Withdrawn and shut down when focusing their frustration and anger inwardly
Self-shaming orientation projects an air of being strict, critical, and judging
Immersed in obligation and duty, obsesses on personal errors and flaws
Introverted, can appear standoffish and emotionally disengaged
Internal frustration creates an irritable and angry mood
Resistant to new ideas and approaches that appear to violate standards
Over focus on details and procedure, misses interpersonal signals
Accommodates to avoid conflict, represses their relationship frustration
Very hard on themselves when they fail to reach their own standards
Can freeze-up and withdraw into an introverted, self-critical state

1

Assets

Wings—Flavoring

② Service

The Two wing provides a foundation of care and commitment to relationships, emphasizing the integrity of the heart connection. Two can be helpful for Ones' strong need to create an inclusive partnership and collaborative approach towards mutual success. Two's extroversion helps Ones enter into a wider range of relationships.

② Gifts

Two's warm heartedness helps Ones connect emotionally with others

Two is expert at reading others' needs, helping Ones in all relationships

Two's extroverted warmth in relationships balances Ones' introversion

② Challenges

Two can cause Ones to create an unhealthy emotional attachment to others

Two can lead Ones to feel overwhelmed with a sense of obligation

Two's extroversion can emotionally exhaust Ones



Assets

Wings—Flavoring

⑨ Unity

The Nine wing enhances Ones' intuition. This improves Ones' ability to perceive more subtle aspects of a situation or relationship. The intuitive and sensitive Nine wing provides deeper self-confidence to Ones. This enhances Ones' ability to feel comfortable with others using the natural inclusive and facilitative approach of Nine.

⑨ Gifts

Nine counterbalances Ones' tendency to over focus on practical details

Nine's facilitative style helps Ones see a wider range of perspectives

Nine helps Ones better perceive others' relationship needs and goals

⑨ Challenges

Nines avoid conflict, amplifying Ones' existing conflict avoiding style

Nine's intuition-based information overload leads Ones to obsess on detail

Nine's diffused state can disorient Ones to lose focus on detail

1

Assets

Arrows—Temporary Transformation

④ Essence

The Four arrow provides Ones the connection to the deeper aspects of life, including the realm of the symbolic and artistic. This inspires Ones' creativity and provides an introverted state of private solace, which Ones relish. Four samples deeper life truths. This inspires and enhances Ones' ability to live by embedded perennial wisdom and fundamental principles of life.

④ Gifts

Four inspires a deeper sense of connection with what is important in life

Four facilitates creative and novel solutions to Ones' various challenges

Four enhances a meaningful connection with Ones' emotional intelligence

④ Challenges

Four can amplify the already introverted state of Ones

Four's direct access to deep emotion can exhaust Ones when in self-critical mode

Ones in Four can obsess on the limitless symbolic implications of failure



Assets

Arrows—Temporary Transformation

⑦ Affirmation

The Seven arrow provides Ones an outwardly fun-loving and positive orientation towards life and others. Ones can surprise others when in Seven by appearing as the “life of the party.” Ones in Seven are highly engaged and extroverted at public events. Seven counter balances Ones’ internal focus and more subdued interpersonal style.

⑦ Gifts

Seven’s positive orientation offsets Ones’ tendency to be self-critical

Seven’s logic provides Ones with additional creative options

Seven’s engaging relationship style drives relationship success

⑦ Challenges

Ones in Seven can become distracted with too many creative options

Seven’s focus on enticing, abstract and less practical information can disorient Ones

Seven’s extroversion may make Ones feel overly exposed

1

Connecting with Others

Communications

Ones have a subdued interpersonal style that others may not immediately understand or connect with. Ones can communicate better by asserting and sharing their opinions and beliefs as a way to make sure they fully express their point of view. This more open approach provides a stronger sense of interpersonal connection and evolving trust with others.

Opportunities	Challenges
Advice for Ones Communicating with Others	
Engage others through asking questions, create opportunities for dialogue	Introverted Ones need to remember that others can misinterpret them
Openness, authenticity, and self-disclosure attract others to Ones' gifts	Ones are very private and prefer to not disclose information about themselves
Be aware of defensiveness, relax and speak up; be more open with others	Ones defend themselves by appearing judging and condescending
Advice for Others Communicating with Ones	
Ask well thought out questions; invite Ones' opinions to bring them out	Ones' introverted style can inhibit mutual dialogue and social interaction
Use an invitation approach, follow up to ensure that Ones actually come	Ones avoid feeling exposed in relationship and in some social situations
Focus on safer topics at first to inspire Ones to relax and open up	Privacy-oriented Ones want to connect, but can feel overwhelmed

Relationships

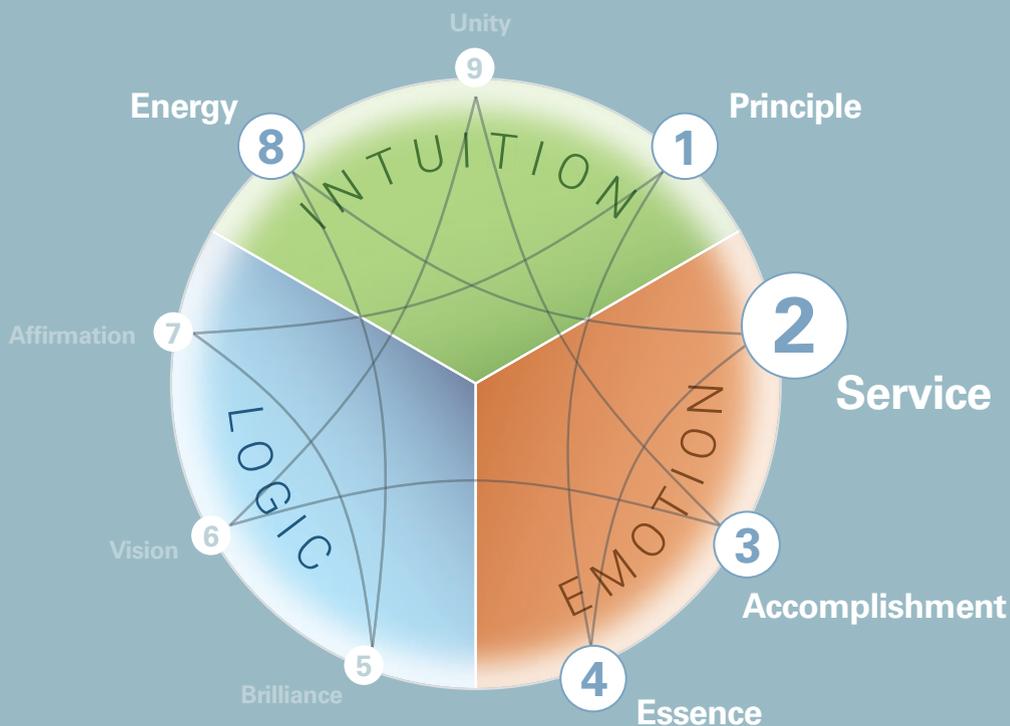
Ones feel strongly about their own values and ethics, but need to remember that others have their own diverse standards. Ones often need to retreat to a more introverted “lab” state to analyze situations. Give Ones safe room to retreat, but remain engaged to later invite them back out into the relationship environment.

Opportunities	Challenges
Advice for Ones Relating to Others	
Open up in new ways with trusted people; have more fun in relationships	Ones need to focus more on sharing their internal experiences with others
Define and better document values and opinions to help people understand	The introverted, less communicative, stoic Ones can be easily misunderstood
Use inherent creativity to help others see Ones’ direction and vision	Ones’ strong sense of mission and values can appear as rigidity
Advice for Others Relating to Ones	
Find ways to agree on values and principles in order to help Ones open up	Ones have strong opinions; disagreement can invite resistance
Bring Ones out with gentle probing questions, then share new ideas	Ones can appear stubborn and closed off to new ideas
Take time and use an invitation approach to facilitate Ones’ creativity	Ones may resist trying new relationship or strategic approaches



2

— DOORWAY 2 —
Service



2

Service

Gift
Angel

Challenge
Meddler

Insight
Care, anticipation,
and goodwill

Action
Openhearted
Loving

Motto
Love drives
greatness

Primary Intelligence: Emotion

Energy Source: Extrovert

Motivation: Power of Love

Assets

Wings—Flavoring

③ Accomplishment ① Principle

GIFT	Depth	Angel
CHALLENGE	Isolation	Meddler

Arrows—Temporary Transformations

④ Essence ⑧ Energy

GIFT	Possibility	Connection
CHALLENGE	Problems	Avoidance

Self: Advice for Twos for Communicating and Relating to Others

Opportunities	Challenges
Communicating	
Ask for permission to help	Twos appear pushy to be of service
Relating	
Put your needs first some of the time	Twos lose track of their own needs

Others: Advice for **Others** when Communicating and Relating to Twos

Opportunities	Challenges
Communicating	
Set clear disclosure boundaries	Twos want too much personal detail
Relating	
Be appreciative, but remain independent	Twos help too much, nosy

2

Service



KEY INSIGHT

Two's natural caring style is a major asset, but it can wear out both the Two and others. Give room for nature to take its course, let time and space also provide support. Trust that some situations can resolve without direct help.

overview

Twos are expert at anticipating the needs of others. They have an internal knack that comes so naturally they can inadvertently focus so much on others' needs that they overlook their own. With the deep sense of expansive love and inclusion that drives them, Twos thrive on caring for others. Twos are very adept at accepting and appreciating others for "just being who they are." Twos are profoundly motivated by a quality of partnership and desire to serve. When out of balance Twos can become dependent on others who "need" them. This "needing" process provides an illusion of security for Twos, but it can backfire if they become dependent on others continually having to recognize Twos' value.

internal experience

Feeling rejected is a threat for Twos. If they feel unsure whether or not they are accepted for being themselves in their relationships, Twos can feel disoriented and start to doubt themselves and the intentions of others. This is a stressful circumstance for Twos and can lead to withdrawal or to a more extroverted, irritable style.

**KEY ACTION**

Directly ask for feedback from others regarding your performance. Don't wait for positive feedback, even if you think you deserve it immediately. People forget to follow up, don't take it personally.

When Twos are in balance they often become “superstars” by being openly loving and helpful. Twos feel it is their mission to remind everyone that we want to love and be loved and are inspired when others express love freely. Permeated internally by this loving style, Twos feel a type of “angelic” quality within themselves. Twos manifest this “professional angel” because they are always looking to bring out the best in others. This is especially the case when they feel fulfilled and unblocked. However, when Twos feel inhibited to share their angelic state, they can become depressed and feel unlovable themselves.

external style

Twos are extroverted and may be seen as upbeat and perky at times. Twos use a positive inspirational style and can be highly animated interpersonally. Twos like to be noticed for being helpful, so they are often proudly aligned with powerful people whom they serve with a quality of joy and fun, but this only occurs when those people in power are open to being loving themselves. Twos’ partnership of mutual respect with coworkers creates a sense of security and joy for Twos as they achieve their results. Moreover, they do so in an ideal and loving manner within the legitimate power structure of the organization or relationship.

2

self-leadership opportunities

Twos can be so extroverted that they lose contact with themselves. At first this can seem like an enjoyable state because of the excitement of being immersed in another person's situation or a larger organizational process. However, over time this exhilaration and feeling of passion begins to wear thin as Twos start to feel disconnected from themselves. This moment is the opportunity for Twos to reconnect with their own personal and professional needs.

This realignment process is not an easy task. By this point, Twos have engaged in so many activities and relationships that they may feel they are abandoning others by refocusing on themselves. Ironically, others may feel relieved to not have the Two so involved. For Twos, the key to disengaging effectively is to not take others' reactions personally. Others' reactions may include not fully acknowledging the effort the Two has made, or not being overtly appreciative of the commitment Twos have made to the relationship.



KEY BLIND SPOT

Twos can overwhelm others with their intense desire to serve. Then Twos can be seen as less powerful and competent than they actually are. Twos benefit from taking care of themselves first as a way to prove they are even more capable to support others.

The key dilemma for Twos is that they have to perform this disengagement work themselves, and not expect others to understand the extraordinary effort they have made to serve them. At this point, Twos can evolve to a realm of selfless service, where they relinquish any expectation of reward.



KEY OPPORTUNITY

Trust that others can find love and care from a variety of resources in their community. Twos need to remember that they are not the only resource in others' lives. Reduce your sense of responsibility and take better care of yourself.

Once the Two moves to this non-attached realm, others feel more comfortable and then may invite the Two to get involved again, but in a more healthy way for everyone.

During this transformation, Twos can activate the key self-leadership asset of looking inward towards their own needs. Using the introverted One wing and Four arrow can provide direct access to this territory of introspection. This may be challenging for the extroverted Two at first, but the reward of being circumspect through introspection building a strategic perspective is so powerful, the self-discipline is well worth it.

2

② Gifts

Professional Angel—masterful at anticipating and supporting others’ needs

Hard working and committed to make things better for all

Bring valuable people into the inner circle of organizational influence

High energy and on a “mission” in life to serve

Create a comfortable, inclusive environment of goodwill and support

Enjoy mentoring others and building strong teams

Able to provide provocative feedback to others with unconditional love

Courageous and open to enter the unknown and engage creative challenges

Able to create strong relationships based on love, loyalty and trust

Exuberant, energetic, open-hearted, inclusive and extroverted style attracts others

Natural creative orientation to help others feel good about themselves and life

Intellectually curious as a creative state to serve others

Can be appropriately fierce when defending a person or group that is vulnerable

Skillful working with those in positions of power

Able to help others acknowledge and implement their highest value

② Challenges

Over-focus on others' needs creates a false sense of personal security
Overly dependent on others' appreciation and acknowledgement
Will resort to guilt-tripping others when feeling hurt
Become involved in relationship triangles by trying to help too much
May appear manipulative as a way to receive positive reinforcement
Can rely on flattery or other forms of attention-getting when feeling insecure
May become workaholic and exhausted when feeling overwhelmed by others' needs
Feeling of personal violation when others break their rules of conduct
Irritated and overwhelmed when in chaotic or overly complex situations
Can become defensive and judging around people they don't trust
Highly sensitive, can be disoriented or overwhelmed by too much input
External loving style can create internal conflict when under pressure to perform
Assume that others have needs when in fact they do not, can appear pushy
Can focus on innovation and abstract ideas that limit focus on practical detail
Have trouble setting boundaries when relationships are not working, too loyal

2

Assets

Wings—Flavoring

③ Accomplishment

The Three wing provides an extroverted flair and attractive approach for Twos. This helps them create an even more impressive presence to others. Three gives Twos skills that help them make connections with others quickly, especially in group situations to generate a rapid and positive emotional impact.

③ Gifts

Three helps Twos attract attention to positive team accomplishments

Three wing enhances and complements Twos' extroverted orientation

Three provides competency to impact others' positive emotional state

③ Challenges

Twos may resort to a more manipulative extroverted style in Three

Twos may miss subtle interpersonal dynamics when in Three's goal orientation

Twos in Three can be too extroverted and energetic, overwhelm others

Assets

Wings—Flavoring

① Principle

The One wing enhances Twos' ability to focus and maintain tight discipline. One helps Twos access intuition, which provides a strong foundation of internal balance. One's focus on order complements the emotion of Twos. One's high standards and interpersonal expectations help Twos assess others' intentions objectively and not become too forgiving and softhearted.

① Gifts

One helps Twos stay balanced, relying on themselves through self-discipline

Introverted One gives Twos a "time-out" to better connect with themselves

One's discipline helps Twos create an internal personal organization which inspires

① Challenges

One can cause Twos to judge others when Twos feel unappreciated

Twos obsess when in One, especially on small details of others' lives

Twos can retreat into One's introversion, others feel destabilized by the sudden shift

2

Assets

Arrows—Temporary Transformation

④ Essence

The Four arrow is a key resource for Twos to better connect with themselves. The deeper introspective awareness of Four provides a balance of self-assessment and a natural self-directed orientation. The Four arrow gives Twos a powerful foundation of deep perspective and expansive strategic viewpoint.

④ Gifts

Four gives direct access to a deeper sense of purpose and meaning

Four arrow reminds Twos to take care of self to achieve sustainable service

Four helps Twos see clearly into the motivations of others and be less reactive

④ Challenges

Twos collapse into Four to become isolated and self-protective

Four causes Twos to lose perspective by overanalyzing and withdrawing

Four may cause Twos to be hypersensitive to internal emotion states

Assets

Arrows—Temporary Transformation

⑧ Energy

The Eight arrow provides an assertive style to promote and protect not only Twos and their agenda, but also others whom Twos serve. Eight's key asset is to be interpersonally blunt. Eight helps Twos be appropriately direct with others in order to fulfill the work.

⑧ Gifts

Eight's natural assertiveness and directness gives Twos a powerful voice

Eight's high energy helps Twos move people and project forward

Robust and no-nonsense, Eight complements Twos' emotion with intuitive gusto

⑧ Challenges

Eight may destabilize those who expect Twos' loving and inclusive style

Eight gives Twos a harder interpersonal edge that may inhibit Twos' message

Eight can cause Twos to overlook their impact on others in the moment

2

Connecting with Others

Communications

Twos' extroverted interpersonal style is inviting, but can appear ungrounded. This implies that Twos are over-responding to their internal emotion state. Twos can balance their message with internal structure and tone down their extroverted and excitable style. Then Twos can better enhance their message of loving support through the power of community.

Opportunities	Challenges
Advice for Twos Communicating with Others	
Step back and give others room to express themselves	Twos' excitable extroverted style can be misinterpreted as ungrounded
Invite others to discuss their situation before giving an opinion	Some may not be ready for the emotional intimacy Twos invite
Be conscious of the others' comfort zone; create room for them	Twos' positive and inclusive interpersonal style may threaten introverts
Advice for Others Communicating with Twos	
Describe to Twos how much help you actually want	Twos love to serve and will do so quickly, usually in a problem solving manner
Tell Twos you are feeling uncomfortable with relationship closeness	Twos can overstep interpersonal boundaries and get too close
Inform Twos when you are interpersonally saturated and need time out	Twos enjoy talking and "processing" as extroverts

Relationships

Twos have a strong desire to connect and serve. They can be relentless and pushy at times. Twos' motivation is the power of love, along with a strong sense of mission to serve. Twos need to deliver their positive service in a way that does not overwhelm or threaten others.

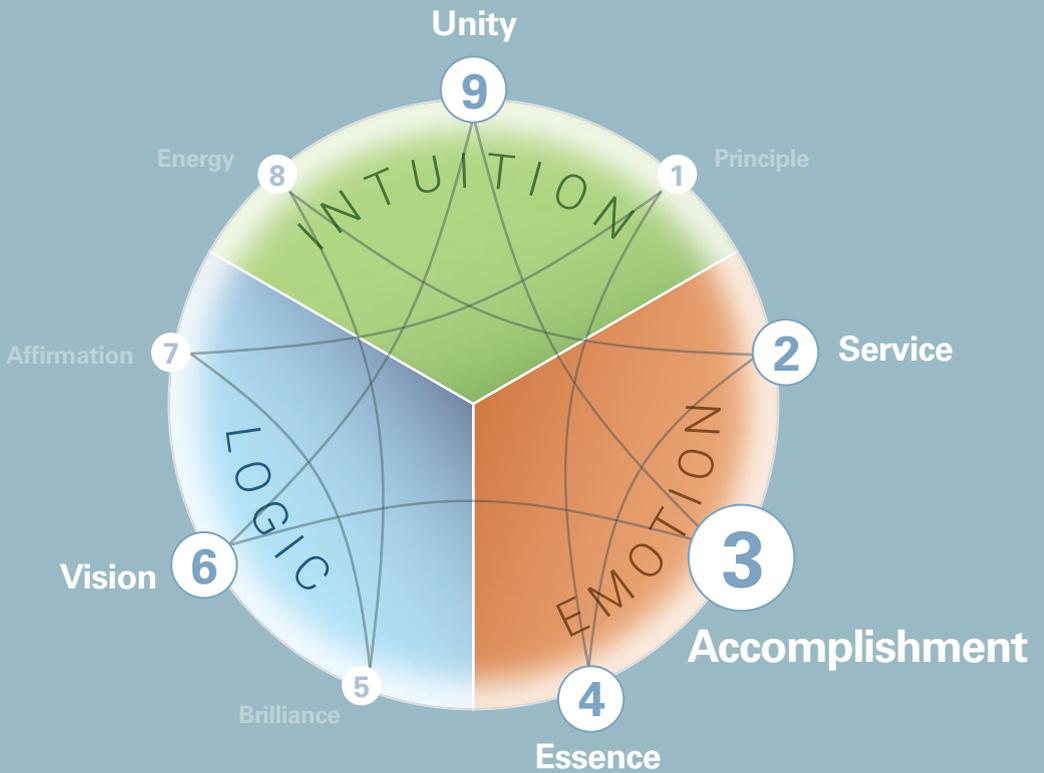
Opportunities	Challenges
Advice for Twos Relating to Others	
Spend time alone; self-care and personal discipline further the mission	Twos need to love themselves first, in order to love others
Give room to others to conduct the relationship in their comfort zone	Extroversion and service can be overwhelming to those who are private
Step back; create room for issues to sort out on their own	Talking things out may not solve problems and can waste time
Advice for Others Relating to Twos	
Twos look for feedback; tell them how you want them to help	Twos can appear pushy in their desire to serve
Invite Twos to communicate virtually; keep communication simple and short	Twos' extroverted interpersonal style can be exhausting at times
Openly acknowledge Twos' love, but say it can be too intense	Twos' loving approach may appear intrusive at times



3

— DOORWAY 3 —

Accomplishment



3

Accomplishment

Gift
Substance

Challenge
Appearance

Insight
Track record
earns respect

Action
Positive
emotional impact

Motto
Pay attention now!

Primary Intelligence: Emotion

Energy Source: Extrovert

Motivation: Power of Love

Assets

Wings—Flavoring

	4 Essence	2 Service
GIFT	Possibility	Depth
CHALLENGE	Problems	Isolation

Arrows—Temporary Transformations

	6 Vision	9 Unity
GIFT	Optimism	Action
CHALLENGE	Detail	Impulse



Self: Advice for Threes for Communicating and Relating to Others

Opportunities	Challenges
Communicating	
Ask questions, learn others' perspective	Threes talk too much about themselves
Relating	
Trust others to be open and accepting	Threes want to open up, fear vulnerability

Others: Advice for **Others** when Communicating and Relating to Threes

Opportunities	Challenges
Communicating	
Focus Three on your topic	Threes talk fast, move from topic to topic
Relating	
Tell Three you want time to connect	Abrupt, over focus on task versus relationship

3

Accomplishment

overview

Threes are extroverts and easily facilitate positive feelings within themselves and others. Threes' positive emotional drive creates a compelling environment of inclusion and mutual success. Others want to share this exciting experience directed towards meaningful accomplishment. Threes are highly motivated to improve themselves, which provides inspiration for others to do so as well. Threes' combination of commitment to contribution, inclusive partnership, and a practical knack to reach success provides a strong foundation for team success. Below the surface, a challenge for Threes is ongoing self-questioning and concern that success may not be achieved. When insecure, Threes worry about whether they can count on their partnerships to reach their expectations. Others may sense this and feel that Threes may doubt whether they can reach the strategic goal together.



KEY INSIGHT

Always assess whether the drive towards outward success is a reaction to emotional insecurity. This may not be easy. However, the quest for self-leadership and personal awareness will provide an even more powerful competitive edge to drive external success.

internal experience

Threes' concerns are often not observable on the surface. Their external striving style can mask internal vulnerability with their extroverted push to excel. In extremes, their striving may appear for their own benefit. Thus, Threes can inadvertently cause others to feel they are resources to help Threes reach their goals. Threes do not intend to evoke these feelings; instead they drive themselves so hard they create a message that the goal is more important than how others feel. Thus, Threes are surprised when others question their commitment to the team. Threes don't realize that their focus on results can cause them to appear too goal oriented. These relationship breakdowns are painful because of Threes' strong emotions and their authentic desire to conduct intimate, trusting, and mutually rewarding relationships. Threes' conflict between external striving and internal vulnerability provides fertile ground for those Threes committed to be at their best. They dedicate themselves to a long-term self-improvement regimen and often become strong promoters for the path they have chosen. As their investment pays off, they become very self-aware, emotionally healthy, less vulnerable, and more gifted. Less dedicated Threes can inadvertently create an appearance of self-improvement, using their investment to create the impression that they have "done the work".



KEY ACTION

Include others in your thinking about strategy and direction to build inclusion and mutual respect. Mentoring and including team members in decision-making creates a strong group of successors, which facilitates the move onward and upward.

3



KEY BLIND SPOT

Threes can be friendly and approachable, then abrupt, distracted and off-putting when it's time to get back to the task at hand. Others feel disrespected and disposable. People will disengage, possibly withholding crucial information that could drive success.

external style

Threes have a very positive external presentation, often being highly accomplished in their chosen field. They are skilled at creating an attractive proposition regarding their plans and successes. Their approach works well, and can usually generate even more success. However, some Threes can over rely on the appearance of success when feeling internally insecure and emotionally vulnerable. This can erode their otherwise positive and significant presentation and results. When insecure, Threes may derail conversations that they feel could take them off track from their goals, appearing abrupt and somewhat self-centered.

self-leadership opportunities

Threes are naturals in the self-leadership domain and work hard to be at their best. They are inspired to do so because self-improvement provides a path forward towards higher levels of meaningful accomplishment. Threes realize that the more they lead themselves, the greater probability they will attract others' support to drive mutual success.

Threes' commitment to self-improvement and success is usually done in the context of a team environment. Threes are extroverts and enjoy the camaraderie, high potential, and results of a great team. Threes create a strong sense of team

identity and partnership as a way to inspire everyone. High performing and aware Threes do well leading others because they have learned how to bring out their best from inside themselves.

A key challenge for Threes is to drive towards success in a manner that is truly inclusive. At a deep level, Threes are highly committed to their own success, which when insecure may appear as somewhat exclusive of others' goals. Less aware Threes can appear as self-centered, focused on their own needs. When Threes are in this mode, others may feel they can't fully trust or connect with them. Depending on the Threes' openness, others may inform them of this dilemma, but often they don't because they fear Threes' reaction. When Threes resist or overlook feedback, an erosion of trust can accelerate.

A solution to this dilemma is for Threes to continually scan and assess what is best for everyone. This requires accessing Threes' natural open heartedness, which they use to connect with the team. When in this expansive state, Threes are quite open to others' feedback, which demonstrates their true commitment to the team. Threes innately realize that they are far better off working with a strong and inclusive team to reach their own goals.



KEY OPPORTUNITY

Successful relationships create the foundation for major success. Trustworthy relationships provide the internal balance required to take on greater responsibilities and risks. Threes who invest in relationships are highly effective because they feel secure, knowing they have a solid foundation of support.

3

3 Gifts

Highly effective competency to perceive and respond confidently to external trends

Able to create practical and accurate execution strategies to hit high performance targets

Quick learner about self and others because of need for the power of the team

Able to move rapidly and decisively once the course of action has been determined

Skilled at collaborating with others as the high and fast road to success

Naturally creative and bring out others' creativity. Inspired by positive loving relationships

Strong internal and heartfelt driving style inspires others and self to work hard toward goals

Gracious interactional style leads others to feel comfortable and welcomed

Playful interpersonal style provides an environment of goodwill and camaraderie

Drive to excel is infectious and generates results in an environment of fun and high performance

Strong sense of accomplishment when success is reached inspires self and others

Intense personal motivation and performance leads to overall team success

Self-disciplined and powerful internal commitment to reach high level performance

Discovers novel, creative and unique ways to build success rapidly

Internal flexibility and creativity and openness to constructive feedback when feeling insecure

③ Challenges

Can overemphasize task-oriented “doing” as a way to avoid emotion

Overt, sometimes driven style frustrates those looking for deeper intimacy

May appear insensitive to others as a result of over focus on their own needs

When in workaholic mode may overlook key information, often regarding relationships

Task orientation can create more tactical and reactive style, may overlook subtle messages

Burnout and exhaustion can lead to irritability which may threaten others

Task orientation may give others the impression of not being fully connected and approachable

Can overwhelm others with an abrupt or even somewhat dismissive style when rushed

Can be withdrawn, hypersensitive and withdrawn when uncertain or hurt

Easily frustrated and impatient with others when they don’t respond quickly enough

Trust breakdowns can cause Threes to feel vulnerable, may cause long term questions about the relationship

Can avoid conflict with the fear of hurting others or not being loved in return

Under pressure can create a feeling of an artificial sense of short term intimacy

May appear insincere, even manipulative when on the defensive

In extremes can abandon others when Threes feel their own survival is at stake

3

Assets

Wings—Flavoring

② Service

The Two wing provides Threes with direct access to their natural open heart and innate desire to connect intimately with others. Two balances Threes' commitment to personal success with a strong community orientation. Two helps Threes be dedicated to group success and positive relationships. When in Two, Threes can be very approachable and loving.

② Gifts

Openly loving orientation of Two helps Threes feel more connected in relationships

Two creates an emotionally positive and stimulating relationship environment for Threes

Enhances Threes' open-hearted approach to managing stressful situations

② Challenges

Two can lead Threes to burnout if Threes becomes too involved in others' issues

Two can cause Threes to become overly extroverted and erode the connection with themselves

Two can cause Threes' success goals to be derailed due to over involvement in other people's issues



Assets

Wings—Flavoring

④ Essence

The Four wing gives Threes a useful foundation of introverted self-reflection. Four provides the creative perspective to observe internal and external reality at a more subtle level. Four's depth enhances Threes' ability to inspire others because Threes in Four are tuned in to the deeper and significant emotion-oriented themes.

④ Gifts

Introverted Four provides balance for the extroverted Threes to observe deeper themes

Four has a mysterious style which gives the more self-aware Threes greater wisdom and depth

Threes use Four's strategic viewpoint to comprehend deeper facts in challenging situations

④ Challenges

Four can lead Threes into a vulnerable emotion state which can be destabilizing

Threes in Four withdraw under stress which can destabilize those who expect Threes' extroverted style

Threes in Four can appear self-absorbed and introverted in a defensive mode

3

Assets

Arrows—Temporary Transformation

⑥ Vision

The Six arrow provides Threes tactical clarity and a strategic viewpoint. Threes in Six see possibilities, which help assess opportunities and threats. Six's creativity is a critical asset in negotiations, providing a solid and accurate assessment of external conditions. Threes use Six to stay on track with crucial details.

⑥ Gifts

Six's visionary style keeps Threes on track and alert to the reality of external conditions

Six is a creative asset to help Threes discover a wide array of options

Six arrow is an asset for others because Threes are more alert to subtle relationship issues

⑥ Challenges

Threes in Six can be overwhelmed with too much logic-oriented information

Six can cause Threes to lose their positive edge if too involved in what might go wrong

Six's analytic style can cause Threes to lose their creative and emotional spontaneity, leading to burnout



Assets

Arrows—Temporary Transformation

⑨ Unity

The Nine arrow helps Threes stay connected to larger community needs. Nine’s intuition orientation helps Threes stay highly connected in decision-making and key relationships. Threes rely on Nine to improve relationships providing wisdom and strategy to upgrade their relationships. Threes then inspire others with intuitive depth and innovative direction.

⑨ Gifts

Nine’s intuition provides stability for Threes, especially when things appear uncertain

Nine’s wisdom creates a connection and unified relationship environment to help Threes build teams

Threes benefit from Nine’s slower movement towards action when in more delicate situations

⑨ Challenges

Nine can cause Threes to move too slowly which can stress the action-oriented Threes

Nine may cause Threes to lose their own sense of direction, possibly eroding their competitive edge.

Threes in Nine may become complacent and too “laid back” as a way to avoid stress

3

Connecting with Others

Communications

Threes have a fast-paced communicative style. Their excitement keeps others emotionally stimulated, upbeat, and on the move. Threes are frustrated and lose momentum when communication moves too slowly or with too much detail. When frustrated by a slow pace, some Threes can become abrupt, often moving the conversation towards their own topics.

Opportunities	Challenges
Advice for Threes Communicating with Others	
Invite others into the conversation with questions to help them feel comfortable	Fast pace can overwhelm others who don't communicate or think quickly
Notice if others are tracking. Pace yourself to connect	Tendency to assume others can process information as quickly as the Threes do
Discuss your needs, but also show liberal interest in others'	Threes may overlook subtle relationship cues and talk about themselves too much
Advice for Others Communicating with Threes	
Talk to Threes about what they are interested in, get a reading on what inspires them	Threes may be hard to read, and appear excitable or surface oriented
Ask Threes how much time they have. Postpone if not enough	Threes' abrupt style when in task mode may feel off-putting, even disrespectful
Threes talk quickly. Periodically summarize Threes' message to slow them down	Hard to keep up with Threes' intense, fast-paced style

Relationships

Threes have a “doing” orientation, and a relative aversion to the “being” investment required to build deeper intimacy. Strong internal emotions can cause them to be uncomfortable discussing conflict-oriented themes. Threes can withdraw, and be hard to read when feeling exposed or vulnerable. Exposure to misinterpretation by others can be very threatening to Threes.

Opportunities	Challenges
Advice for Threes Relating to Others	
Acknowledge your driving style, reward partners for patience	Threes can inadvertently erode relationships, appear uncommitted
Make sure to acknowledge others' support and address their needs to counterbalance	Threes can overwhelm others with their goal orientation. Some may feel “used”
Be open to both all positive and negative feelings, model transparency	Threes can be disconnected from their own and others' feelings
Advice for Others Relating to Threes	
Threes' external style often masks insecurity. Be open and friendly, invite Threes in	Appears unapproachable, even self-absorbed when in “achievement” mode
When you bring value, promote that success quickly to Threes and the team	Others feel disposable or out of the loop when not part of the Threes' success team
Be assertive, tell Threes that you can help them if they will listen to you	Threes may appear to talk about themselves, making it hard to connect

4

— DOORWAY 4 —

Essence



4

Essence

Gift
Depth

Challenge
Isolation

Insight
Integrity of truth
and symbolism

Action
Life as artistic
expression

Motto
We are each
completely unique

Primary Intelligence: Emotion

Energy Source: Introvert

Motivation: Power of Love

Assets

Wings—Flavoring

⑤ **Brilliance** ③ **Accomplishment**

GIFT Optimism Mastery

CHALLENGE Detail Distraction

Arrows—Temporary Transformations

① **Principle** ② **Service**

GIFT Connection Substance

CHALLENGE Avoidance Appearance

Self: Advice for Fours for Communicating and Relating to Others

Opportunities	Challenges
Communicating	
Be specific, even blunt	Fear being misunderstood
Relating	
Self-disclose, model intimacy	Question deep emotional connection

Others: Advice for **Others** when Communicating and Relating to Fours

Opportunities	Challenges
Communicating	
Invite and model openness	Indirect and introverted style
Relating	
Ask directly, get the facts	Hard to tell where I stand

4

Essence



KEY INSIGHT

The creative tension between provocative feelings of isolation and creative breakthrough is seductive to the Four. This internal conflict may appear exciting because it creates intrigue and drama. However, the creative tension can also be a defense and erode important relationships.

overview

Fours are most at home in the relationship with themselves. Their internal world is rich and complete, and it serves as a safe haven from the intensity of the external world. Fours' interior life becomes a trusted and accurate reference point reflecting their perception and understanding of the deeper essence and meaning of life. Fours are expert at experiencing strong emotions in this private environment, knowing that others who don't understand their mysterious competency will not interrupt them. The Fours' emotion-oriented sensitivity provides access to deeper and crucial information that is valuable to others, but Fours can also feel inhibited, like relative outsiders from "conventional" relationships. Thus, Fours can struggle with asserting themselves into public environments, while knowing that they ultimately must do so to survive.

internal experience

Fours can be viewed, and experience themselves, as “outsiders.” They live in an emotion territory that others often overlook or view negatively as threatening. Thus, Fours keep their deep emotion-oriented wisdom to themselves, which can lead them to feel a sense of loss and isolation from others. To interact, Fours often become experts in the arts. They use symbols and media to communicate their deep insights and perspective.

Ultimately, Fours want to build relationships with others and to create opportunities for positive interaction and intimacy, which they know is fundamental to all of us. The Fours’ profound inner conflict is to feel safe and secure internally while opening up their vulnerabilities in relationships and participating fully in life. Ironically, this conflict is seductive because it creates a safe zone where Fours can become seduced by the intensity of these conflicting agendas. This inner struggle can be enjoyable because it represents the universal dilemma of risking being intimate, open and trusting. To maintain safety, Fours may ultimately avoid intimacy with others and instead build an artificial intimacy through deepening their relationship with themselves. Fours can be seduced by the delusion that their intense involvement with themselves is a legitimate intimate relationship.



KEY ACTION

Step into the external world with adventure and gusto. Use the extroverted gift of the Two to create loving, connected relationships. Build down time after these ventures to integrate and reflect. Plan follow up to drive external success.

4



KEY BLIND SPOT

Investing in exploring deep emotion, profound truth, and the unmapped human unconscious is a major gift of the Four. However, without productive creative expression of this hard won wisdom, the introspective venture becomes toxic as a self-protective shield from reality.

external style

The key external relationship dilemma for Fours is a type of judging and critical style towards others, which ultimately serves as a way to protect themselves. This judging style can create a type of “push-pull” where Fours want the intimate relationship but as they get closer, a “pull back” is required to feel safe. Others may not be willing to tolerate this style, and can end up rejecting Fours. This creates a self-fulfilling prophecy for Fours who are fearful of rejection in the first place. Ironically, that fear of rejection and abandonment evokes the self-fulfilling prophecy.

self-leadership opportunities

Fours are often an extremely gifted and unique people, but others may not be aware of it because Fours often keep this to themselves. This self-protection is often a holdover from childhood, where Fours often felt misunderstood and isolated. Thus, Fours feel like outsiders, but enjoy this state because they are able to see so much of what is happening on the “inside” as observers. Fours develop tremendous wisdom and perspective, but often have trouble expressing it within a conventional lifestyle. Some Fours are able to emerge as brilliant artists. However, many have to take their creative and unique perspective and make it work in the “real” world.



KEY OPPORTUNITY

Risking what may appear as an “ordeal” of dealing with others can truly help manifest your creative expression and brilliance. Solitary success is certainly possible. Step out of your internal world, partner with those you trust and create extraordinary shared success!

Ironically, living in the real world is a major opportunity for self-leadership because Fours’ perspective is so valuable to others. The challenge for Fours is to prepare themselves to share their perspective, but not feel vulnerable or exposed while doing so. This requires a solid internal sense of self, as well as well-honed interpersonal skills. Once Fours are able to communicate effectively to others, their unique talent can be seen for its high value.

Many Fours use writing as their main communication tool because it is a more private approach. However, in team or organizational settings verbal communication is highly important. In this environment, Fours’ ability to handle normal conflicts of life is crucial, though Fours prefer to avoid them. The most important self-leadership skill of Fours in any work setting is effective communication skills because they provide a means for Fours to interact with the extroverted world while being an introvert. When Fours are heard clearly by others, their valuable perspectives can be appreciated and utilized. This is when Fours shine, whether they function as external or internal consultants (often the norm for Fours), or as team members who bring a unique and elegant asset to the organization.

4

4 Gifts

Highly motivated by all kinds of beauty, inspire others to the elegance of life

Power of hope and loving inspiration, seeks deep essence of relationship

Experience intense emotion, feel challenged, but inspired and unthreatened

Willing to risk unconventional lifestyle, committed to deep purpose and creativity

Grapple with provocative and threatening issues of life, also function well in conventional reality

Genuine, original, innate, often brilliant creative and artistic talents, amaze and inspire others

Committed to hit the highest internal standards of performance of quality and creative output

Inspire others to reach their highest performance by modeling unique creative giftedness

Quest for wisdom as the key to self-expression and worldly competency

Loving, open-hearted, compassionate, strong connection to an appreciation for all of life

Capture others' attention through original style and creative flair

Strong attention to detail drives high performance; detail drives creative breakthrough

Generous towards others, compassionate heart, innate sense of the universal human connection

Provides a loving and healing presence to others because of intense internal depth and compassion

Interpret life situations with unique innovative flair and accuracy

④ Challenges

Introverted style causes Fours to miss relationship or career opportunities and regret that loss

Fours are seen as moody, hard to understand. Authentic style increases possibility of being misunderstood

Intense involvement with inner life reduces connection with outside world, isolated

Fours are wary to engage deeply with others, fear repeat of past abandonment

Difficulty working in group settings because of unique, highly individualistic perspective

Emotionally sensitive, retreat from external situations, even those that seem "normal" to others

Strong emotional presence can be threatening to others who feel intimidated by Fours' intensity

Commitment to attractive and individualistic appearance may interest some, but threaten others

Keep issues and feelings to themselves, introverted, then become resentful

At times, paralyzed by overwhelming emotion, feelings of powerlessness and dread

Appear arrogant or stuck up, disengaged from "conventional" life and consensus standards

Appear as difficult to know or connect with when feeling exposed or unsafe

Feel "different," ongoing experience of being misunderstood and unappreciated

When disappointed, may reject the other person, but have difficulty letting go

Self-doubt leads Four to envy others' accomplishments, intensify feelings of inadequacy

4

Assets

Wings—Flavoring

⑤ Brilliance

The Five wing provides logical proof that the Fours' unique perspective is accurate. Five proves with logic what Fours perceive through emotion. The Five wing is a friend of Fours because it is an introverted safe haven. Many Four writers have strong Five wings.

⑤ Gifts

Five's elegant logic provides clear thinking and the ability to communicate Fours' emotion

Five's observation and analysis of external reality is stimulating to the internal world of Fours

Five helps Fours organize thoughts and presentations. Fours feel better prepared

⑤ Challenges

Five causes Fours to become too introverted and withdrawn, unreachable emotionally

Five's introversion creates a seduction to be even more introverted; internal life is more rich

Difficult to communicate with others. Fours' internal experience is too complex to describe



Assets

Wings—Flavoring

③ Accomplishment

The extroverted Three wing helps the introverted Fours connect with others, providing direct access to creative production through teams. The Three wing provides Fours an opportunity to be “on stage” and to creatively exhibit elegance and beauty. Fours are able to share their wisdom in the beautiful and success-oriented interpersonal environment of the Three.

③ Gifts

Three is productive with “show time” and attracts positive attention

Three’s savvy in positively influencing others helps Fours make a strong impact

Fours feel secure knowing Three’s preparation will protect them from negative feedback

③ Challenges

Three can appear too presentation oriented and superficial

Three wing can appear as arrogance when Fours feel insecure

Three’s focus on personal success can lead Fours to appear selfish

4

Assets

Arrows—Temporary Transformation

① Principle

The One arrow supports Fours in transforming their internal reflections into actual products. The artistic style of Fours requires One's internal structure and motivation to fully manifest. The intense and passionate energy required to organize Fours' deep insights and perspectives requires One's energetic drive to actualize highest performance.

① Gifts

One's intense disciplined energy helps Fours drive their creative productivity

One's extremely high standards drive quality creative outcomes

One's intuition creates a sturdy platform for the fragile Fours

① Challenges

Fours in One can appear as Divas; nobody ever measures up

Fours may feel more isolated, self-expression is impossible, and nobody can help

One wing can appear stubborn and rigid, includes irritating angry outbursts



Assets

Arrows—Temporary Transformation

② Service

Fours' powerful access to emotion has a delightful creative relationship outlet in the Two arrow. Two's extroversion provides direct access for Fours to share all their internalized love and compassion with others. Fours in Two demonstrate a generosity of spirit and inviting caring approach. Others feel safe and supported.

② Gifts

Powerful healing presence is inspired by compassion and wisdom

Extroverted Two creates a bridge to deeper intimate relationships

Two provides Fours a safe and clearly defined role of loving service

② Challenges

Fours can become emotionally exhausted in the extroverted, engaged Two

Fours can appear so loving and attentive, will disorient those who know the Fours

Two arrow can cause Fours to hide resentment from those they care for

4

Connecting with Others

Communications

Fours can be elegant in their communication style. Fours' ideal environment is either formal and prepared, or highly informal. Communication can be interpersonal and in writing. Fours excel in email and other virtual interaction. Fours can do well in person, especially in presentation mode. Fours prefer minimal superficial and transactional communication.

Opportunities	Challenges
Advice for Fours Communicating with Others	
Set boundaries regarding availability and topics. Be clear with your expectations	Frustration when interaction is not ultimately deep or meaningful
Others count on regular communication. Use compassion and extroversion	May appear to be unapproachable, non-communicative, or reticent to talk
Probe for more feedback, create space, reduce pressure to answer questions	Can be rigid, defensive and judgmental when surprised with feedback
Advice for Others Communicating with Fours	
Be direct. Ultimately Fours will appreciate your candor, but not in the moment	Fours are difficult to read and there is no ideal time to bring up topics
Fours needs time to reflect. Interpret the attack as withdrawal, not as personal	Fours can appear defensive which may include attack and then withdrawal
Fours usually respond later with a well thought out message	Communicating with Fours may feel like guesswork

Relationships

Fours appear mysterious in relationships. They can be very open and loving, but also withdrawn and remote. Beauty and attractive environments open Fours to dialogue, like a flower opening to the sun. Fours can tolerate difficult discussions, but can endure only so much interaction before needing time to themselves.

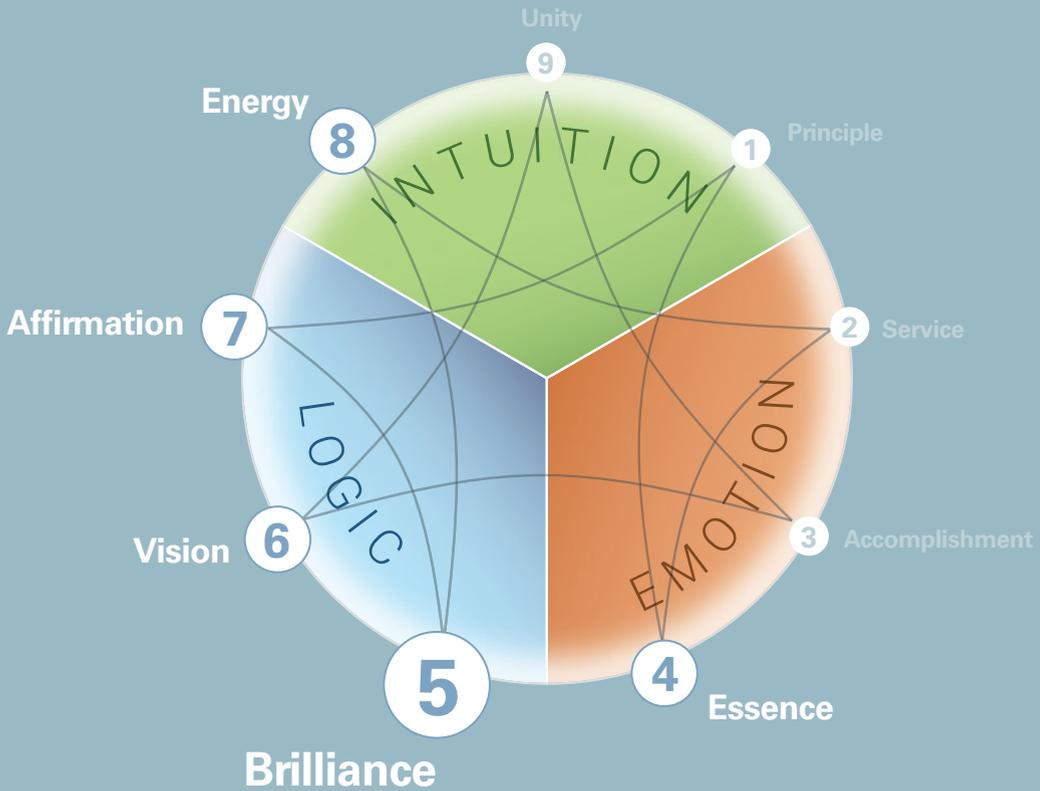
Opportunities	Challenges
Advice for Fours Relating to Others	
Set times that you are willing to talk or interact, confirm your boundaries	Feel drained and uninspired to interact with those who appear needy or demanding
Create special opportunities to meet which are inspiring to both parties	Preference for time alone causes others to feel abandoned
Observe your own limitations, inspire tolerance through withholding judgment	Close others appear to have serious limitations that are a turn off
Advice for Others Relating to Fours	
Be comfortable with yourself, develop talents that inspire Fours	Lack of contact with Fours can create doubt and insecurity
Make definitive statements about the nature and your expectations of the relationship	“Not knowing where I stand” can create resentment that builds up
Be compassionate, but also make it clear that these topics have to be discussed	Fours can be brittle, defensive and judging when discussing sensitive topics



5

— DOORWAY 5 —

Brilliance



5

Brilliance

Gift

Mastery

Challenge

Distraction

Insight

Marvels at elegant logic

Action

Voracious appetite for facts

Motto

Truth through deep analysis

Primary Intelligence: Logic

Energy Source: Introvert

Motivation: Exhilarating Logic

Assets

Wings—Flavoring

⑥ Vision

④ Essence

GIFT

Possibility

Depth

CHALLENGE

Problems

Isolation

Arrows—Temporary Transformations

⑦ Affirmation

⑧ Energy

GIFT

Optimism

Action

CHALLENGE

Detail

Impulse

Self: Advice for Fives for Communicating and Relating to Others

Opportunities	Challenges
Communicating	
Self-disclose in trusted relationships	Talking about feelings with others
Relating	
Private discussions with trusted people	Want to connect but prefer privacy

Others: Advice for **Others** when Communicating and Relating to Fives

Opportunities	Challenges
Communicating	
Discuss topics the Five is interested in	Distant and hard to connect with
Relating	
Give Fives lots of personal space	Doesn't seem comfortable with me

5

Brilliance



KEY INSIGHT

Withdrawing interpersonally and withholding private information is natural to the Five. This is not done to harm others, but to help Five make sure the information is accurate and precise. Remember others can misinterpret this approach as a personal rejection.

overview

Fives enjoy savoring their thinking process. They work hard to exercise their logic capability and intellectual strength. Fives enjoy discovering how things work, both in the practical world, and in abstract arenas, such as theory development. The idea-centric realm of theory and philosophy is both safe and stimulating to Fives. They are unusually skilled in their understanding of the mechanics of how things work, and enjoy their intellectual “retreat” as a highly productive and externally valuable comfort zone. Fives’ stimulating and rigorous thought process provides great rewards for everyone, especially in technology related fields. Fives have strong emotions and a warm heart, but are reticent to show this openly loving side, even to close family members. As a result, Fives can be misperceived as “cold” or objective.

internal experience

Fives enjoy an internal and private “lab,” which they use to study the external world and confirm their logical opinion. This is a highly productive retreat where Fives study themselves and life in general.

Rarely will Fives invite others into this intimate and personal zone. As a result, Fives may appear to be “standoffish,” isolated, or even “stuck up” when in their internal environment. However, Fives do truly enjoy the deeper emotional intimacies of life and have a genuine appreciation for important relationships. They are just very careful whom they invite into this private realm.



KEY ACTION

Risk discussing topics even when you may not be ready. You can inspire others by being more spontaneous and open, even though you may feel that you are betraying your own commitment to providing the best information.

Fives’ scientific approach helps them be objective and clinical about their work. When they have completed their inquiry, they are able to be quite balanced and present their perspective to others in a well-thought out manner. When Fives feel well prepared and relaxed about others, they can be comfortable in the emotion and intuition areas of relationship. Fives’ ability to ponder a wide range of options adds great value in any environment that requires objectivity and precision logic. Fives will guarantee to themselves and others that they have applied their best thinking to whatever solution or perspective they present to others.

5



KEY BLIND SPOT

Introversion is seductive and natural to the Five. However, it can be destabilizing to others who need personal contact, especially if the Five is in a leadership position. Remember the natural orientation to go inward may be useful, but can be counterproductive in relationships.

external style

Fives' internal, rich world of ideas often leads them to be brilliant in their chosen field. Thus, some can become great scientists or philosophers. As introverts, Fives prefer to be self-sufficient and keep to themselves. This leads to a subdued, minimally expressive interpersonal style when they feel comfortable. Fives can be quite expressive, even verbose during meaningful contact or stimulating discussion. When insecure, Fives may appear "out of touch" to others who care about them. Finding that zone of balance and comfort is critical to perform at the highest level. When balanced, Fives can present their intellectual brilliance with a humorous, light-hearted style.

self-leadership opportunities

Fives' strong and private motivation to learn may appear outwardly to be only for themselves. In fact, Fives seek information and learning to ultimately benefit the team and larger community. Deep down, Fives have a powerful private feeling of deep care for others, but these feelings are so hidden that others may misunderstand and question Fives' intentions. Since Fives resent others' intrusion believing it wastes precious time, they inadvertently miss opportunities to demonstrate their sincere and innate commitment to others.

Self-leadership oriented Fives can learn to share their internal positive motivation comfortably in order to reduce this risk of being misunderstood.

**KEY OPPORTUNITY**

Be spontaneous and learn by doing in the moment. Risk being playful and open with others. This will create camaraderie because others will appreciate less intense scrutiny and feeling exposed by the normally expert and well prepared Five.

This development focus can bring great rewards to everyone. Otherwise, Fives can appear remote to others. A related opportunity for Fives is to observe that their highly rational style can also be a form of self-protection. Their orientation to think and be “in their heads,” can be seductive because it can be so effective in a business or technical environment. However, interpersonally it can be counterproductive, creating an awkward relationship gap. Reaching out to others addresses this dilemma. Relationship oriented Fives can prove their commitment to the team and inspire others’ trust in their leadership, strengthening the team environment.

A crucial opportunity for Fives is to share their models and systems developed through their well-honed discipline with others. Savvy Fives can teach what they have learned to others to develop greater organizational capability. This helps the entire team excel. Institutionalizing Fives’ well-designed internal expertise through mentoring others creates strong and inspired teams. The team can apply Fives’ system to create a cohesive, effective organization based on logical models and procedures. By teaching their competencies to others, Fives can achieve high levels of responsibility and reach top executive positions. As long as Fives master their interpersonal relationships, they can attain extraordinary success in top organizational careers.

5

5 Gifts

Extraordinary power of concentration, intellectual rigor, passionate focus on subject of interest

Thoughtful and deep, seek to understand practical information and deeper truths of life

Experts in their fields, including brilliant geniuses, hard-working, inspired contributors

Highly dependable and thorough in their commitment to detail and fulfilling their word

Motivated to advance knowledge in their field, generously share what they have learned

Quickly, accurately comprehend highly complex information. Organize to create a clearly defined plan

Natural inspiration to achieve shared success, an inspired quality of camaraderie and partnership

Quickly assess others' learning styles and enjoy mentoring those who want to learn

Well thought out logical position creates confidence, Fives know their position is substantial

Articulate complicated information simply, deep knowledge and confidence in the facts

Fascination and joy of gathering useful, practical, elegant information

Empathy towards others. Fives know vulnerable feelings, of being misunderstood

Intense personal commitment to action plan. If direction is wrong, quickly define new course

Strong opinions on many topics, surprisingly well-versed

Understated sense of humor can be self-effacing and subtly brilliant

⑤ Challenges

Can be isolated from others, appear unapproachable, “in their own world”

Highly logical style makes Fives appear “in their head,” distant

Extremely objective during emotional moments. Risk appearing aloof and disinterested

Emotionally hypersensitive to stress, withdraw quickly when others pressure for emotional contact

Appear nitpicking when threatened. Aggressively attack the logic of those they feel challenged by

Spontaneity without preparation is challenging. “On the spot” feels stressful and counterproductive

Stressed Fives become combative and threatening, push people out of their personal space

People feel overwhelmed by Fives’ intellectual prowess. Fives are showing value, no intent to overwhelm

Frustrated when others don’t rally to meet shared expectations, judging and irritated

Intolerant when people interrupt Fives’ presentation or logical flow in meetings

Appear arrogant, competitive, and over confident; easily master tasks other find impossible

Hunger for facts, appear nitpicking over detail, slow others down

Defensive Fives disengage. Others feel destabilized, Fives are hard to read

Extensive extroverted activities are exhausting if not enough personal “down” time

“Thinking about feelings” causes Fives to doubt their interpretation of their own emotions

5

Assets

Wings—Flavoring

④ Essence

The Four wing provides solace for Fives as a fellow introvert. The emotional intelligence skill of Four is an asset; it helps Fives create deep, private emotional bonds with those they love, especially close family members. Four provides flair and emotional savvy, which helps Fives better manage interpersonal situations.

④ Gifts

Distinctive creative flair provides Five an attractive public presence

Ability to form deep relationships and connect with sincere love and care, rewarding to all

Intimate understanding of deeper nature of life, inspires scientific and artistic pursuits

④ Challenges

Four is also introverted, need for personal privacy is so intense others feel left out

Four wing can overtax Fives' emotion, cause defensive and irritable reaction

Disdain towards those Fives believe can never hit the performance target and let everyone down



Assets

Wings—Flavoring

⑥ Vision

The Six wing helps Fives be more extroverted, a big asset in leadership positions. Six provides a practical and strategic viewpoint and creates accessibility to others without being too abstract and theoretical. Six calms Fives, providing a practical but logically well thought out action plan and interpersonal strategy for the team.

⑥ Gifts

Practical, approachable, able to build logical systems to help everyone get the job done

Six wing helps Fives take their brilliant ideas and turn them into practical results

Six can be humorous and spontaneous with an extroverted and interpersonally relaxed presence

⑥ Challenges

Six wing leads Fives to worry and overanalyze about what might go wrong

Can be too practical and diminish Fives' creative flair, application can override elegant theory

When in doubting mode, Six wing can be defensive and rebellious, withholds strategic information

5

Assets

Arrows—Temporary Transformation

⑦ Affirmation

The Seven arrow brings out Fives' positive and interpersonally generous style. Fives in Seven are openly humorous and approachable, delightfully enjoying the positive aspects of close relationship, and mutual success. Seven proves that practical success creates good feelings and should be celebrated by developing close ties of camaraderie and partnership.

⑦ Gifts

Positive and extroverted, accesses Fives' natural inclusion, humor and innate goodwill towards others

Skilled at creating teams, people are inspired by Fives' vision and partnership orientation

Seven arrow can build an enjoyable creative environment, complements Fives' intense and serious style

⑦ Challenges

Normally detail-oriented Fives can miss key information, "on break" from their normal intense focus

Stakeholders may be surprised or dismayed when Fives in Seven appears less serious and diligent

May appear brittle and attack with humor when others don't make sense and Fives are frustrated



Assets

Arrows—Temporary Transformation

8 Energy

The Eight arrow helps Fives motivate others to achieve results. Fives in Eight create a robust and stable interpersonal team platform, helping Fives address conflict with an appropriate and forceful leadership style. Fives in Eight can effectively and energetically manage those who threaten the team's productivity by stepping over personal or professional boundaries.

8 Gifts

Inspiring and powerful leader who is able to move large groups forward and manage resistance

Bold and willful Eight arrow provides clear direction, applies principle and procedure driving theory into practice

Forceful style helps Fives protect those they love from external threats and challenges

8 Challenges

On defense, Eight arrow has an aggressive style. Fives in Eight can appear authoritarian

Eight arrow can overlook facts and over-rely on intuition, causing Fives to take unwise risks

Impulsive Eight arrow can be reactive and rushed, may violate Fives' trusted procedures

5

Connecting with Others

Communications

Fives prefer formal communications where timing and expectations are clear. Spontaneous “check ins” are unproductive since Fives are not prepared and can be reactive. Fives require others to be up to date with all information and share it quickly and concisely. Fives already know the answers to questions they ask, which threatens insecure people.

Opportunities	Challenges
Advice for Fives Communicating with Others	
Describe clear expectations in advance, tell others to cancel if they are not prepared	Irritated when others are under prepared, or cover up their lack of knowledge
Learn to “wing it” at times, assess the results, can lead to versatility and openness	“In the moment” informal discussions are stressful, even offensive to Fives
See diversity of personality. Emotion and intuition are non-linear	Frustrated when others don’t get to the point, Fives feel time and effort is wasted
Advice for Others Communicating with Fives	
Talk privately, learn exactly what Fives want, deliver, then follow up for feedback	Fives seem standoffish and judging, never satisfied, appear threatening
Cover the technical information, invite relationship discussion, but only after work is done	Hard to read, Fives are highly technical, create an uncertain interpersonal connection
Summarize Fives’ comments, do not parrot. Summarizing demonstrates your commitment	Fives speak very quickly, hard to take in all the information, I feel inadequate

Relationships

Fives' professional relationships are defined by the work and related technology. Fives create strong boundaries around their personal life. Self-disclosure is challenging for Fives, even though the topic may appear non-threatening to most. Fives' personal relationships go deep. Trust has to be earned by high performance and follow through.

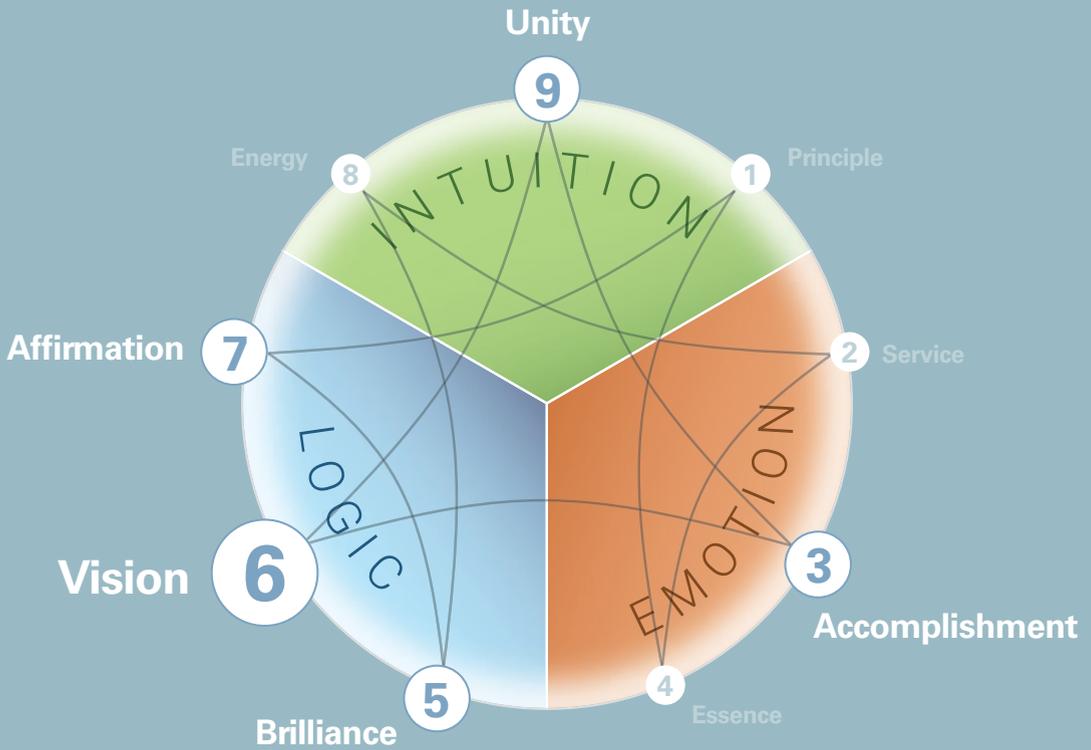
Opportunities	Challenges
Advice for Fives Relating to Others	
Be inspired, share ideas and plans publicly with people who are fascinated by the topic	Frustrated and isolated with those who don't appreciate Fives' ideas
Join professional associations to share expertise and interests. Talk shop	Hard to find others who have my depth of understanding about both business and life
Communicate clear boundaries, even in writing, then withdraw from those who violate them	Invaded by those who violate my boundaries and are unresponsive to my warnings
Advice for Others Relating to Fives	
Find areas of common interest to attract Fives' more engaged attention	Fives appear unresponsive to appeals to spend more time together
Fives' push back is an opportunity. Now you know. Tell Fives you honor their boundary	Fives can push back aggressively when I get too close. I fear I have deeply offended Fives
Fives thrive on facts. Give Fives required and comprehensive information quickly	Hard to read Fives, not sure how to tell if they support my position or not



6

— DOORWAY 6 —

Vision



6 Vision

Gift
Possibility

Challenge
Problems

Insight
Strategic, practical
and planned

Action
Alert for key facts

Motto
Perceive the
broad potential

Primary Intelligence: Logic

Energy Source: Introvert & Extrovert

Motivation: Exhilarating Logic

Assets

Wings—Flavoring

⑦ Affirmation ⑤ Brilliance

GIFT Optimism Mastery

CHALLENGE Detail Distraction

Arrows—Temporary Transformations

⑨ Unity ③ Accomplishment

GIFT Connection Substance

CHALLENGE Avoidance Appearance

Self: Advice for Sixes for Communicating and Relating to Others

Opportunities	Challenges
Communicating	
Probe gently and facilitate for answers	Demanding when seeking information
Relating	
Give others time, manage your concern	Trusting the intentions of others

Others: Advice for **Others** when Communicating and Relating to Sixes

Opportunities	Challenges
Communicating	
Answer with a question: “Tell what you want”	Aggressive relentless questioning
Relating	
Be direct, don’t avoid responding	Feel under pressure to disclose

6

Vision



KEY INSIGHT

Some may think Sixes are “fear-based” due to Six’s skill at identifying problems. Inform others that you are a gatekeeper to ensure plans stay on track. Find people to trust and create inspiring and positive environments to enhance your positive attributes.

overview

Sixes are expert at using their highly attuned logic capabilities to quickly scan their internal and external environments. This elicits a wide range of information, which Sixes organize into well-defined and concise logical categories. This internal experience is highly exhilarating, but can also be enjoyably scary as a type of adventure to find out what is really happening “out there.” Sixes’ adept capability to gather data quickly helps them expertly and rapidly assess what is happening in any situation, and do so faster than those around them. This creates frustration for Sixes because others often don’t yet perceive what Sixes already know. This causes Sixes to be irritable, and to doubt whether others “get it” because Sixes already see the reality.

internal experience

Sixes build internal stimulation through their expertise at knowing what is going on both around them and within themselves. Their internal experience is one of deep interest, even fascination, with their perceptions. This can be either very exciting or threatening. Thus, Sixes experience a type of creative “doubting” in order to test themselves and make sure they are correct. Accuracy is crucial because it guarantees that Sixes have met their own standard of perceptiveness. This stimulation creates a deeper satisfaction that they are doing well and leads to more confidence about their innate perceptual assets. The key internal dilemma for Sixes is over-reliance on logic. Logic is ultimately arbitrary, impacted by historical perception and is limited to quantitative information, so Sixes can mis-assess reality. This reactive style leads Sixes to become worried that they are out of control. At these times, the introverted Sixes retreat to analyze. The extroverted Sixes question others to gather information. The more balanced Sixes activate intuition and emotion to pick up relevant information and create a more integrated perspective that is not so reliant on the limitations of logic and analysis.



KEY ACTION

Always react with appreciation and a positive response when receiving negative information. This will inspire others to give all forms of feedback, both positive and negative. Create trust and openness with others and within yourself.

6



KEY BLIND SPOT

During fact gathering, Sixes can underestimate their impact on others when being assertive or withdrawn. Sixes can over immerse themselves in seductive logical analysis. Others can misinterpret Six's introverted, or extroverted, and self-absorbed analysis as personal rejection.

external style

Sixes have the unique capability to access both introverted and extroverted focus. Some Sixes use one more than the other. The extroverted Sixes are interpersonally active, which provides a pathway to gain information through an overt questioning style. When stressed and pressured to get more information, the questioning can become assertive, even aggressive at times. On the other hand, the introverted Sixes withdraw to observe and gain information through careful analysis. This stepping back style can include indirect and calculated questioning which can appear manipulative. It can be difficult for others to determine the exact purpose of introverted Sixes' line of questioning.

self-leadership opportunities

The primary task of Sixes is to trust themselves. This provides Sixes the strong platform of self-esteem to balance their tendency to overanalyze and become engrossed in too many possibilities, both positive and negative. With self-trust, Sixes can demonstrate and enjoy their natural interpersonal savvy because there is no need to test others by being either demanding or withdrawing. Since Sixes are so adept at perceiving accurately, this deeper reliance on themselves helps them be relaxed and approachable, enhancing interpersonal trust.

Balanced Sixes can be an attractive and public figure capable of achieving high-level leadership positions.

**KEY OPPORTUNITY**

Balance positive and negative interpretations in order to see the entire perspective. Objectivity inspires others and yourself, building interpersonal trust and enhanced appreciation for diverse information. Expansive and inclusive perspectives improve decision-making and strategic action.

These high performance Sixes have learned to use emotion and intuition to better assess and communicate with others. Balanced Sixes can move far beyond where logic-reliant Sixes get stuck, the realm of middle management. The key career challenge for many Sixes is management because they are so procedurally and action oriented. Without using emotion and intuition, Sixes are not able to evolve beyond detail because they won't develop crucial interpersonal skills to activate political savvy.

Evolved Sixes know their motivation to gather information can be intense and overwhelm others, including themselves. Thus, Sixes can experience an anxiety state when there is either too much or too little information. Self-trust helps Sixes to not over react at these times.

As Sixes develop inner trust, they have no upper limit to the level of responsibility and leadership they can handle. Sixes' strategic capability and bold attention to detail creates a solid foundation for all types of decision making, both business and personal. Their natural loyalty, goodwill, and comfortable sense of humor help them attract others. They can build trust and attract support through a logical, strategic and systematic execution style. Sixes are natural leaders, but must move beyond relying on their logic alone in order to reach their highest potential.

6

6 Gifts

Loyalty maintains consistency in relationships. “What you know overrides what you don’t know”

Highly perceptive, elicits tremendous amounts of information quickly and accurately. Skilled at reading people

Thoughtful, understanding, inclusive and diversity oriented, especially towards vulnerable people

See the strategic viewpoint, observes wide ranging solutions to various circumstances that might occur

Accurate and highly attuned to “what works and what doesn’t,” inspire flexibility and versatility

Self-deprecating humor and quick wit inspires a creative work environment

Energetic, positive, upbeat and exhilarated when challenged to create a logical road map forward

Manage highly complex circumstances with abstract intelligence and solid logic

Inspire others to be at their best; observes and draws out their talents and gifts

Distill large amounts of information into manageable “wholes” that provide valuable insights

Solid and effective balance between detail, perspective, and strategy; improves accuracy

Fun-loving and positive; inspire self and others’ best performance

Independent style drives internal growth and productivity, my own “best boss”

Commitment to rigor, passion, solid thinking and decisions; naturally elected to leadership

Innovative, self-directed; strong self-leadership drives creative interpersonal savvy

⑥ Challenges

Can inadvertently over-trust people and be taken advantage of due to loyalty

Hold onto relationships that are unhealthy, rationalizing to maintain a bad situation too long

Can over focus on what might go wrong, fearful style loses solid and objective perspective

Introverted Sixes have a hesitant, secretive style. Others misinterpret Sixes, feel threatened

Extroverted Sixes appear abrasive, opinionated, aggressive for information, hypersensitive to criticism

Caught up in their own point of view, stubbornly attached to being right

Take on too much and become unfocused and burnt out. Information overload creates inner chaos

When overwhelmed by facts and detail can disengage and avoid taking action

Avoids conflict, dissociates from responsibilities when disoriented or stressed

Hyper alert to self-assessment and becomes self-conscious and uptight when fearing other's judgment

Appear arrogant, hypercritical, judging and "better than," create a competitive environment

Insufficient information creates unsure self-assessment, and downward spiral towards self-doubt and anxiety

Feel trapped in boring and non-stimulating situations, anxiety with people who don't get to the point

When under pressure to perform quickly, can appear bossy and interpersonally demanding and controlling

Rebellious against those who try to control such as authoritarian bosses or colleagues

6

Assets

Wings—Flavoring

⑦ Affirmation

The Seven wing provides Sixes positive perspective and the ability to thrive with risk. Seven expands Sixes' analysis towards the positive, balancing Sixes' tendency to over focus on problems under stress. Seven amplifies Sixes' natural exhilaration and extroverted style. Seven wing is interpersonally adept, focusing on accurate and inspiring thought and action.

⑦ Gifts

Seven inspires Sixes with possibilities and affirms the positives in situations and people

Sixes in Seven wing inspire others with an extroverted and passionate presence pointing to a positive future

Seven creates exhilarating possibilities for Sixes to use as positive benchmarks

⑦ Challenges

Seven destabilizes Sixes by losing perspective and missing key analytic detail

Seven can become defensive and irritable when surprised. Increases Sixes' self-doubt

Sixes in Seven can be too extroverted and feel exposed by being too open or spontaneous

Assets

Wings—Flavoring

⑤ Brilliance

The Five wing is a stimulating retreat for Sixes, especially during introverted periods. Five is a comfort zone that generates wide-ranging analysis, both positive and negative, but doesn't require immediate action. Sixes in Five can be disengaged for the Extroverted Sixes, creating analysis paralysis or anxiety from generating too few practical solutions.

⑤ Gifts

Five's exhilarating, in-depth logic analysis provides a stimulating, well-thought out perspective

Withdrawing from extroverted focus is a "break" for Sixes, enhances quality of analysis

Five gives Sixes self-confidence and trust by generating brilliant integration of complicated information

⑤ Challenges

Five can cause Sixes to withdraw and disengage from required activities

Sixes in Five can increase disorientation and anxiety through overanalysis, buried by data

Five avoids conflict and makes it harder for Sixes to reenter challenging interpersonal domains

6

Assets

Arrows—Temporary Transformation

⑨ Unity

The Nine arrow enhances Sixes' ability to connect interpersonally and maximize intuitive trust. Nine's unity motivation helps Sixes create an attractive and inspiring interpersonal presence, especially in a leadership role. Nine reduces Sixes' overreaction and fear of the unknown, using intuition to balance strategic action with wise interpersonal assessment and strategy.

⑨ Gifts

Nine has direct access to intuition which helps Sixes balance their reliance on logic

Nine provides a "time out" where Sixes do not feel so responsible to take immediate action

Approachable Nine offers Sixes the ability to inspire with trust, connection and a comfortable style

⑨ Challenges

Nine may avoid conflict causing Sixes to withdraw into inactivity, wait too long for crucial decisions

Indirect and avoiding style of Nine can cause Sixes to not be appropriately direct with others

Nine can cause Sixes to dissociate and make sloppy decisions or half-baked plans

Assets

Arrows—Temporary Transformation

③ Accomplishment

The Three arrow helps Sixes create an attractive public impression. Sixes in Three excel in interviews and public speaking, leaving a polished and well-prepared impression. Three balances Sixes' self-doubt through driving momentum for practical results and bold, creative action. Three helps Sixes create benchmarks and credentials to bolster Sixes' analytical talents with external credibility.

③ Gifts

Extroverted Three helps Sixes thrive and star in the interpersonal and external milieu

Three motivates Sixes to focus on practical outcomes and achieve noticeable and impressive results

Three helps Sixes inspire with a confident presence, driving a solid career pathway to top leadership

③ Challenges

Sixes in Three can over challenge themselves by pushing for notoriety when not yet ready

Three can cause Sixes to appear over-reliant on superficial impression which collapses under stress

Three inhibits Sixes' connection with emotion, destabilizing and causing Sixes to feel out of control

6

Connecting with Others

Communications

Sixes are excellent communicators, well prepared and well informed.

They have thought through their reasoning before interacting.

However, their intense preparation can intimidate others who are less formal. Some may judge Sixes for not being spontaneous enough.

Sixes like to get to the point quickly, do not tolerate small talk to warm up.

Opportunities	Challenges
Advice for Sixes Communicating with Others	
Facilitate, don't think out loud. Don't confuse others with too many questions	Powerful focus on problem solving and immediate action can intimidate others
Get information from trusted others, don't rely on everyone for required logic	Logic and abstract thinking skill can exceed others' capacity, leave them behind
Spend time connecting with others first before asking questions. Build rapport	Too many questions can alienate others and make them feel exposed and untrusted
Advice for Others Communicating with Sixes	
Ask Sixes what they want to know, understand them, then answer your own way	Can appear aggressive, intrusive, even judging during questioning
Periodically summarize what you hear, make sure you are tracking correctly	Often in their heads, can appear ungrounded, information overload, hard to track
Stop Sixes when they jump topics, they will appreciate you helping them track	Talk fast and skip from topic to topic quickly without clear connection

Relationships

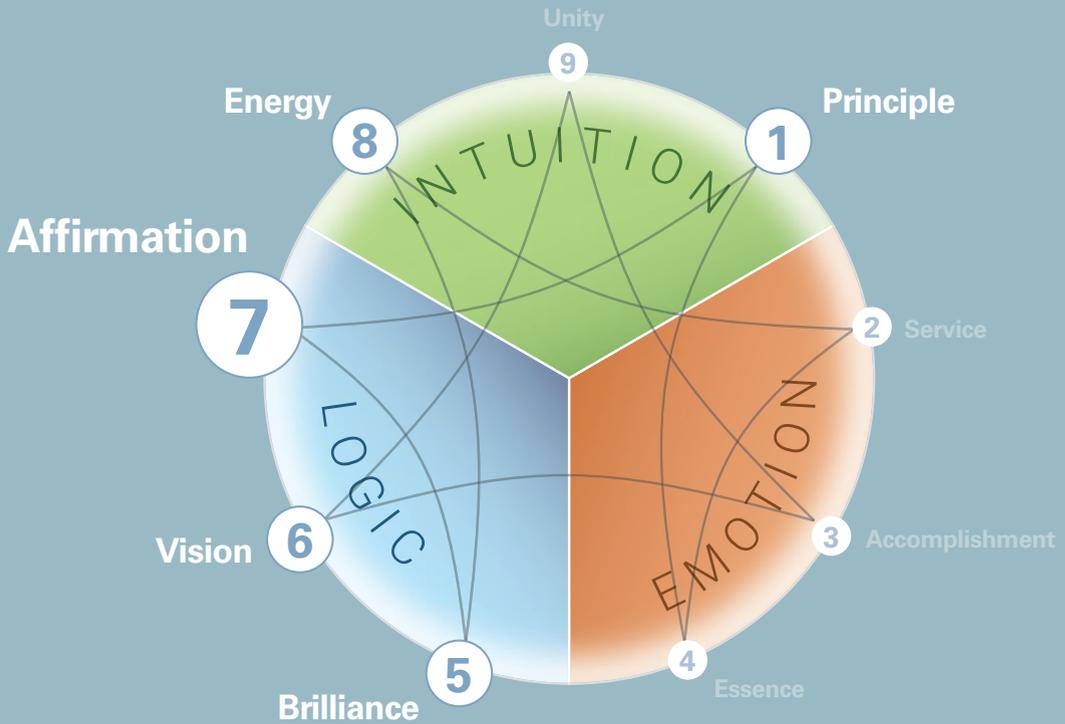
Sixes enjoy long-term relationships. Their loyalty is genuine, but requires periodic testing. Tests are subtle, determining if facts line up over time. Under stress, testing is more aggressive, as Sixes feel out of control. Never surprise Sixes. Always provide immediate information, and more than you think necessary.

Opportunities	Challenges
Advice for Sixes Relating to Others	
Help others understand that all information is important. Invite negative information	Never enough information, always concerned about missing important data
Others are not as reliant on data. Sixes' aggressive style is often a blind spot	Not able to tell when becoming aggressive, get engrossed seeking information
Inform others of the introverted Five wing. Tell others when going into analysis mode	When introverted, feel isolated, others misunderstand and misinterpret.
Advice for Others Relating to Sixes	
Self-disclose if Sixes are too intrusive. Tell them you are uncomfortable	Questioning and assertive style can cause me to feel under prepared
Look below the surface, interpret the aggression as an attempt to understand	Never enough information. Reactive style of Sixes is threatening
Set boundaries, don't have to participate in Sixes' many activities	Always on the move, active and "doing" may wear out others who prefer to relax

7

— DOORWAY 7 —

Affirmation



Affirmation

Gift
Optimism

Challenge
Detail

Insight
Countless possibilities and options

Action
Imaginative and excited inquiry

Motto
Opportunity abounds!

Primary Intelligence: Logic

Energy Source: Extrovert

Motivation: Exhilarating Logic

Assets

Wings—Flavoring

	⑧ Energy	⑥ Vision
GIFT	Action	Possibility
CHALLENGE	Impulse	Problems

Arrows—Temporary Transformations

	① Principle	⑤ Brilliance
GIFT	Action	Possibility
CHALLENGE	Impulse	Problems



Self: Advice for Sevens for Communicating and Relating to Others

Opportunities	Challenges
Communicating	
Give room for others to respond	Talk quickly, assume others on board
Relating	
See problems as learning adventures	Preferring to avoid conflict, stay positive

Others: Advice for **Others** when Communicating and Relating to Sevens

Opportunities	Challenges
Communicating	
Bring Sevens back to topic at hand	Skip from subject to subject, hard to follow
Relating	
Give Sevens time to prepare. Do not surprise	Defensive, irritable when receiving feedback

7

Affirmation



KEY INSIGHT

Rationalizing to deny painful experience may appear effective, but at a price. Remember you can overdo this, missing key deeper truth. You may resist entering the “negative” arena, but the rewards of self-awareness and improved self-confidence are worth it.

overview

Sevens are genuine in their commitment to see the good in life, including their own lives and the lives of others’. Sevens celebrate goodness, not just as optimists, but also as a deep positive affirmation, which we all can amplify through positive perspective and committed action. Sevens’ sincere perspective creates positive results because of their “power of positive thinking.” However, they can also unconsciously distract themselves from deeper truths by spinning positive story lines. Determining the difference between optimism and denial can be difficult for Sevens. Overlooking reality through an overly positive perspective can inhibit truth and threaten solid perspective and performance. Regardless of their approach Sevens are always dedicated to the positive, which is their passionate mission, service and message to others.

internal experience

Sevens’ internal world is a balance between external reality and the inner messaging they use to adjust their response to reality. This messaging process utilizes rationalization, which applies arbitrary logic to create a story about what they observe.



However, Sevens' story often has an overly positive twist. This positive story serves Sevens internally by reducing the natural fear of the unknown. It also helps externally, where Sevens are able to express their positive message outwardly to help others solve their problems. Inherent to Sevens' approach is the process of denial. Thus, they can rationalize their observations in a way that inhibits access to their natural anxieties and accurate interpretation of facts. This internal balance between reality and denial is key for Sevens to both understand and manage. Balanced Sevens are able to create major success because of their robust, proactive, and realistically grounded style. However, those who cover up their legitimate concerns and internal warning signs can get off track. They miss the opportunity to use their substantial talents to pursue a solid course that takes into account all the realities of life, both positive and negative.



KEY ACTION

Sevens enjoy a multi-tasking extravaganza of stimulating ideas and plans. Slow down and focus on just one. Notice your performance improvement as you apply your best innovation and decision-making. Enjoy your focus-driven, highly successful outcome.

external style

Sevens demonstrate an extroverted, optimistic, and loving interpersonal approach. They often have an engaging and inviting smile, signaling others of their goodwill and positive intent. Sevens are highly skilled at logical thinking. They thrive where ideas are required and enjoy sharing what they have discovered with others. Balanced, and self-aware Sevens do very well in relationships.

7

Yet, those who do not pay attention to their internal compass of anxiety and concern have difficulty, and can be surprised and shocked when they finally discover the negatives of the relationship.

self-leadership opportunities

Sevens' major opportunity for self-development is direct experience of discomfort and anxiety. The beauty of addressing the negative is that it accelerates Sevens' maturity process while embracing the full reality and adventure of life. This process requires discipline and a commitment to the heroic "ordeal" of self-awareness and personal discovery. However, the benefits are substantial including the ability to be far more present and connect with others in a deeper, more meaningful way. Sevens' willingness to experience normal pains of life creates a universal bond and connection with others, enhancing Sevens' ability to share and experience deep compassion. This helps build stronger, more resilient relationships. Sevens' progress on this path of self-leadership helps them encounter another set of truths about themselves. When their internal passion and extroversion is blocked, they can become overtly angry and irritable.



KEY BLIND SPOT

Seven's extroversion can be distracting when individual work is required, such as writing. Notice your tendency to crave interaction. Extroversion can distract you from productive, but difficult creative work that requires introverted personal effort.



KEY OPPORTUNITY

Watch yourself spin a positive story to rationalize away emotional discomfort. Now explore the truth that lies below the story. Use self-disclosure to discuss your insights with a trusted partner. Enjoy the productive and stimulating adventure of discovering your deeper emotional reality.

Once Sevens are able to experience their frustrations directly and break through the relative denial of having to be “positive,” they are better able to connect with themselves and others. Sevens’ ability to connect is enhanced because their real feelings can emerge through discussion, rather than being acted on indirectly or through withdrawal and compartmentalizing. As Sevens gain comfort with their deeper emotion zones, they also create an external flair of well-earned maturity and a highly attractive and trustworthy presence. Ironically, Sevens’ direct access to fear and anger draws respect because others know exactly where Sevens stand at all times. Sevens’ genuine and transparent interpersonal style is a major asset for those Sevens who aspire to top leadership. They build trust through their authentic style, and deliver their solid logic and innovative strategies with a power of presence that proves they can really deliver. Their performance is not just based on great ideas, but on the solid and creative relationship skills Sevens model and promote through their self-aware, grounded, and well-earned wisdom and savvy.

7

7 Gifts

Project exhilarating, strategic, and imaginative logic and ideas rapidly into compelling future vision

Brilliant introspection and self-discipline, dedicated commitment to a life of integrity

Identify and promote constructive, productive, and positive introductions of like-minded people

Motivating and energizing, build enthusiastic buy-in to drive positive action

Strategic, comprehensive, integrated ability to manifest desired outcome

Positive orientation prevails in most situations, even during resistance and difficulty

Innate desire for self-improvement inspires others, helps all be at their best

Work-life balance promotes quality relationships and enhanced over-all life experience

Open to feedback, wants to help self and improve others' capacity for success

Objective, precise, strategic viewpoint, especially at the beginning of a project

Identify resources, people and tools and makes maximum use of their embedded positive assets

Highly developed sense of goodwill, strong desire for interdependent partnership

Develop creative, rational, bold, innovative, and elegant solutions

Positive leadership promotes goodwill, inclusion, and highly constructive vision of success

Lighten up difficult situations with humor, positive ideas, and genuine goodwill



⑦ Challenges

Start well, but follow-through can be limited, may not provide structure when delegating

Frustrated with too much responsibility, expectations, commitments, and obligations

Avoid pain, can appear superficial, do not connect with others' painful situations

Rationalize to reframe and sanitize reality, positive spin to avoid negatives

Boredom inhibits perseverance in difficult situations

Can appear aggressive and authoritarian when on quest to seize information quickly

Depression, disappointment, and doubt when questioning personal performance

Create impossible personal expectations, leads to self-criticism, judges others

Can appear controlling when orchestrating events, strong attachment to outcome

Highly committed to own perspective, won't listen to others' opinions

Drive over others' needs, thinks others are on board when they are not

Emotionally and energetically deflated when others do not follow Sevens' lead

Defensive, brittle, sharp, and short when receiving critical feedback

Control conversation, skipping from one subject to another, lose others

Impatient, frustrated, bored when people are inefficient or can't keep up

7

Assets

Wings—Flavoring

⑧ Energy

The Eight wing provides a strong boost of energy and intuition. Eight grounds and drives Sevens' imaginative perspective into practical reality. Eight can appear aggressive, but Sevens' motivation and positivity creates balance. Sevens use the intense and driving power of Eight to implement their vision into practical results.

⑧ Gifts

Eight's intuition and passion grounds Sevens' abstract and imaginative strategic vision

Eight helps Sevens push through resistance with a no-nonsense driving style

Sevens in Eight build credibility, they prove they can take their ideas to practical results

⑧ Challenges

Eight wing can cause Sevens to appear defensive and aggressive when disappointed

Sevens in Eight can overreact, attack themselves or others for not meeting expectations

Eight can cause Sevens to become scattered, impulsive, and disoriented



Assets

Wings—Flavoring

⑥ Vision

The Six wing provides stimulating thought to drive innovative strategic breakthroughs. Six creates the practical foundation to observe the implications of Sevens' perspective, paying greater attention to inherent problems. Six grounds Sevens' tendency to focus on the positive. However, Sevens can immerse in Six's anxiety and be overwhelmed.

⑥ Gifts

Six adds strong logic models and practical structure to Sevens' thinking

Sevens in Six pay attention to the implications in the "real world", improves probability of success

Six amplifies exhilaration of great logic and ideas, drives creative excitement

⑥ Challenges

Six immerses and overwhelms Sevens with problems and anxiety

Sevens in Six can become overly cautious and careful, risk-averse

Six can drive head-centered Sevens to overlook emotion and intuition sensitivities

7

Assets

Arrows—Temporary Transformation

① Principle

The One arrow binds Sevens' imagination and thought into practical procedures and plans. Taskmaster One provides personal accountability and forces Sevens' highest performance. One can overwhelm Sevens' positive orientation with self-criticism. Sevens can collapse into dejection when One arrow perceives personal failure.

① Gifts

One helps Sevens create results through high performance and follow-through

Sevens in One commit to self-discipline and practices high standards of self-leadership

One creates practical procedures and institutions, helps Sevens implement systems

① Challenges

One causes Sevens to collapse into punitive self-criticism

One causes Sevens to over prepare, diminishing Sevens' spontaneous approach

One can obsess and worry about details, inhibits performance through self-critical style



Assets

Arrows—Temporary Transformation

⑤ Brilliance

Sevens benefit from the Five arrow's commitment to precise and elegant logic. Five helps Sevens create well-designed strategic perspectives. Sevens relish Five's stimulating in-depth analysis and planning. Extroverted Sevens apply Five's insights to the team and relationship domain to drive uplifting results.

⑤ Gifts

Five stimulates Sevens' logic, amplifies appreciation of elegant logic

Sevens in Five are deeply motivated and satisfied to learn theory and improve strategy

Five is a retreat for the extroverted Sevens, helps Sevens think through action plans

⑤ Challenges

Five can cause a self-protective retreat. Sevens cut off relationships by withdrawing

Over stimulated by thinking, activates analysis paralysis

Five is an escape for Sevens to avoid productive relationship pain and growth

7

Connecting with Others

Communications

Sevens are natural communicators and enjoy passionate dialogue. Natural extroverts, Sevens experience their best self when interacting with others. Sevens require a stimulating interpersonal environment to drive creativity. Sevens are irritable, even aggressive when defensive. Don't surprise Sevens with new information when they are unprepared. They can become combative and counterattack.

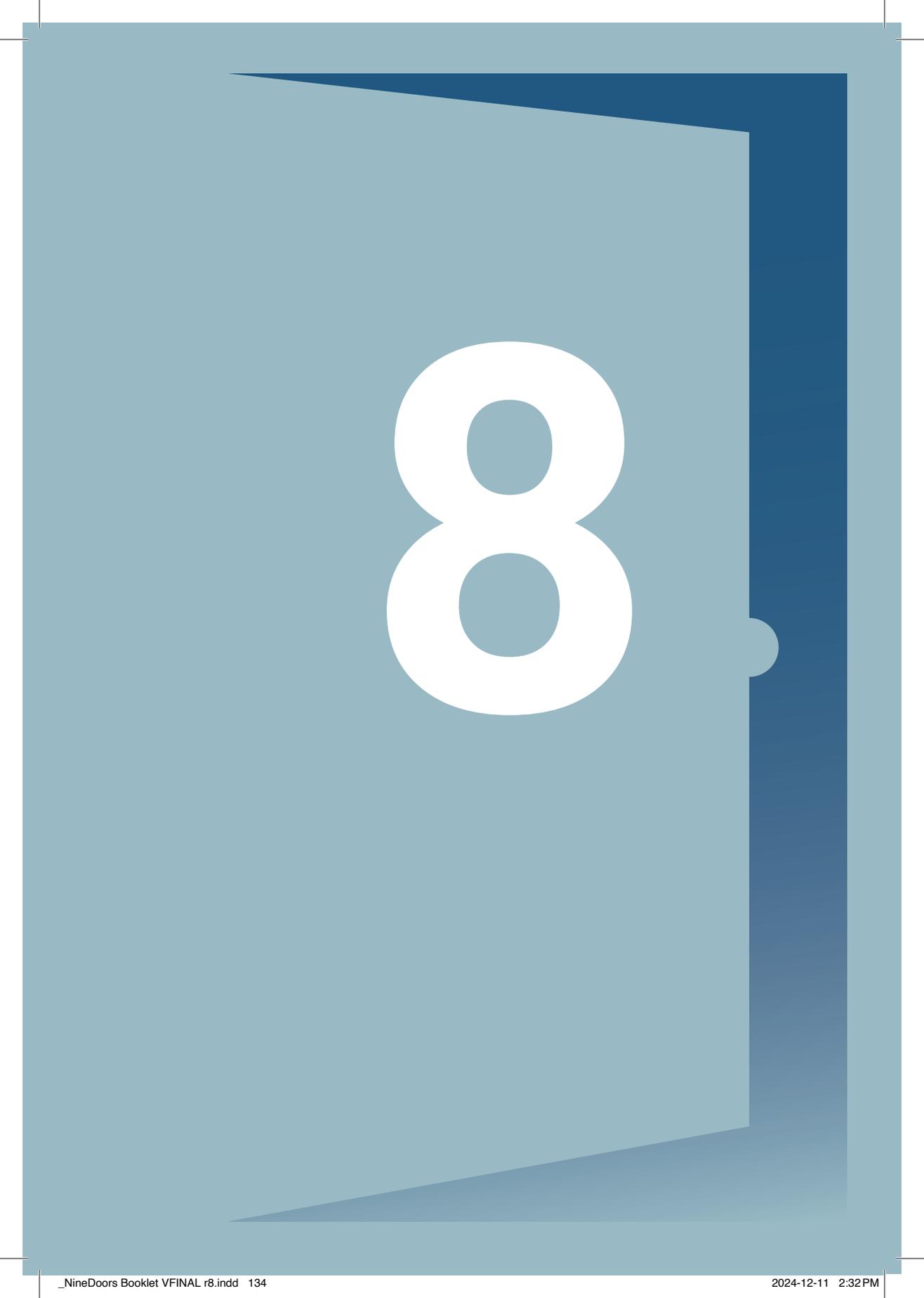
Opportunities	Challenges
Advice for Sevens Communicating with Others	
Focus on listening, respond to others' comments as a creative exercise	Extroverted, excited and gregarious, but can talk over others
Listen and relax as best as possible, probe for information to settle down	Go on attack when receiving negative feedback or stressful information
Answer question with a question, buy time to learn what the other wants	Feel obliged to answer others' questions, even if they have no clear answer
Advice for Others Communicating with Sevens	
Stop Sevens when they lose you, remind them of their last topic	Sevens talk fast, skip from subject to subject, hard to follow
Focus on results and inspire Sevens to be practical	Abstract and not to the point, too strategic and impractical
Get to the point quickly, stimulate Sevens with solid ideas, be prepared	Defensive style includes irritability, boredom, and impatience



Relationships

Sevens are at their best in productive, interdependent relationships. Sevens avoid conflict and minimize threat with a friendly interpersonal touch. However, their approach can appear superficial and create doubt about Sevens' intention. Positive self-disclosures inspire the Sevens to engage and feel safe. Sevens are disillusioned upon discovering others are not committed.

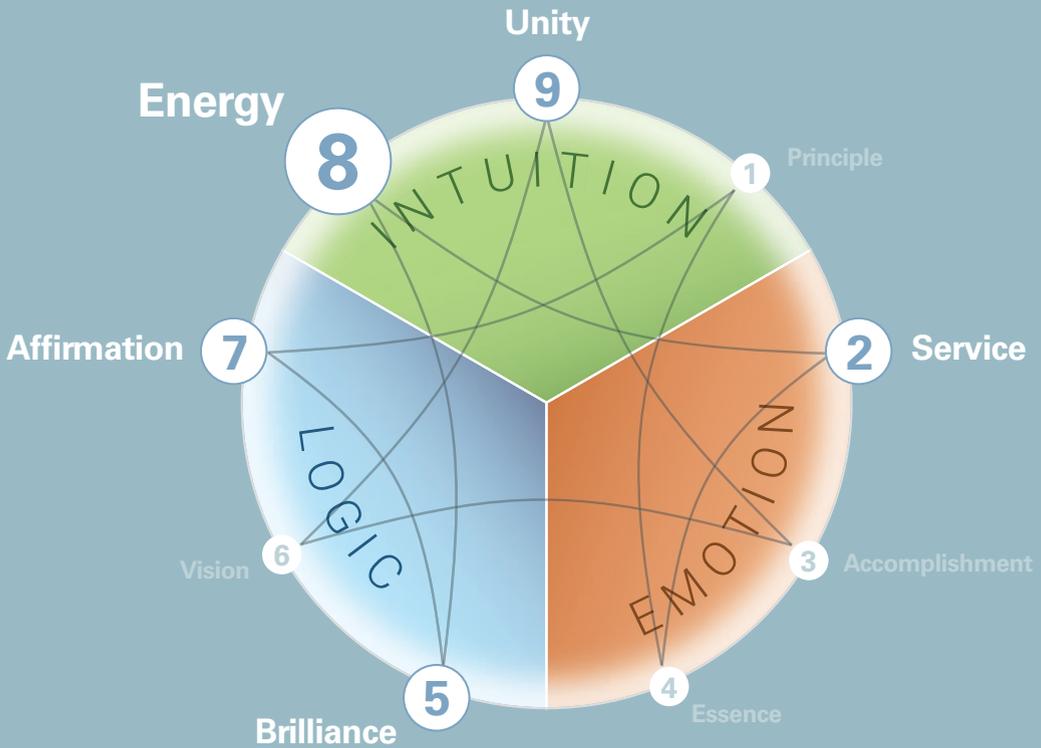
Opportunities	Challenges
Advice for Sevens Relating to Others	
Listen carefully to others' positions, don't assume they have similar intentions	Tendency to assume others are committed partners when they are not
Recognize problems are opportunities. Talking about challenges creates positive outcomes	Positive style can inhibit talking about real and practical challenges and problems
Remember some people are introverts and over stimulated by Sevens' extroversion	Assume that others are extroverted and enjoying ongoing interaction
Advice for Others Relating to Sevens	
Assert your opinion, Sevens may be defensive, better to risk now	Sevens avoid negative opinions about the relationship
Invite Sevens to explore challenge areas and model by launching the discussion	Positive orientation can become boring or counterproductive, no relationship "juice"
Invite quiet time off. Sevens enjoy the Five arrow's introverted retreat	Too much thinking about possibilities and strategy is exhausting



8

— DOORWAY 8 —

Energy





Energy

Gift
Action

Challenge
Impulse

Insight
Full immersion
in life

Action
Expansive intense
involvement

Motto
Let's do it now!

Primary Intelligence: Intuition

Energy Source: Extrovert

Motivation: Passion for Life

Assets

Wings—Flavoring

	9 Unity	7 Affirmation
GIFT	Connection	Optimism
CHALLENGE	Avoidance	Details

Arrows—Temporary Transformations

	2 Service	5 Brilliance
GIFT	Angel	Mastery
CHALLENGE	Meddler	Distraction

Self: Advice for Eights for Communicating and Relating to Others

Opportunities	Challenges
Communicating	
Back off and listen, then assert	Frustrated when others resist my opinion
Relating	
Create compelling, inviting proposition	Push too hard, others resort to passive aggression

Others: Advice for **Others** when Communicating and Relating to Eights

Opportunities	Challenges
Communicating	
Assert your opinion, do not back off	Appears pushy, aggressive and bullying
Relating	
Assert boundaries, create personal space	Exhausting, overly intense work focus

8

Energy



KEY INSIGHT

Eights learned that self-protection was a guard against vulnerability. Eight's legacy approach appears as tough, controlling, and demanding. Real interpersonal success requires being inclusive and approachable, modeling authenticity and transparency. Ironically, being "vulnerable" is now an asset, no longer a liability.

overview

Eights are expansive and extroverted with a strong desire for everyone to be treated fairly and to generate success opportunities. Magnanimous Eights are natural leaders and have the native ability to generate loyalty from others. With their powerful focus of both an energetic work style and an underlying expectation of their own and others' highest performance, Eights can appear aggressive, demanding, and use blunt interpersonal force to get results. Their actual motivation is that they want to ensure nothing thwarts mutual progress, including themselves. As a result, under this type of performance challenge, Eights gain a reputation of "pushing too hard." Thus, others can perceive Eights as a threat due to their powerful energetic, high expectations oriented style. Ironically, the person Eights push the hardest is himself or herself.

internal experience

Deep inside, Eights have a profound emotional sensitivity, including a deep caring, a sentimental desire to connect, and intense passion to form strong productive affiliations. Genuine goodwill towards others is the source of Eights' compassionate nature.



KEY ACTION

Eight's key asset is generosity of spirit, a very appealing personality trait. Activate your intention of goodwill towards others. Be open and pay more attention to their relationship needs. Your generosity creates positive mutual experience; this will drive improved and more sustainable results.

Eights often hide their emotional sensitivity because they fear appearing weak to others. Self-aware Eights realize that their deep sensitivity and caring is actually their greatest asset. People can see how caring and approachable they are, especially those who may have felt threatened by Eights' blustery style. When Eights are more aware of their internal state, they can better access their interpersonal skills. This includes being more transparent with others about their deeper positive intentions and desire for mutual success. This way Eights can help others realize that their frustration is actually blocked passion driven by their desire for mutual success, not anger. This subtle interpretative shift, blocked passion – not anger, helps others trust Eights' motivation and intentions. With trust and partnership, Eights' passion can move more freely. Their "force of nature" energy can take everyone rapidly towards their mutual goal. In the lead, Eights celebrate team success while modeling bold and courageous self-leadership.

external style

Eights' passion for life helps them sustain an intense workload. Some can be inspired by their commitment, but many are quite threatened by Eights' "pushy" style, which can be interpreted as angry, judging and attacking. Thus, Eights gain a reputation for being tough and scary. In reality, Eights' intent is a profound desire to help everyone get what they deserve, especially stakeholders.

8

The key message for others to learn is that Eights seek intense relationships with others in order to build trust and partnership to drive results. Ironically, as much as others may fear confronting Eights that is exactly what Eights want.



KEY BLIND SPOT

Your bold actions, risk taking and interpersonal directness are a style that helps you feel more alert and alive. Realize this can be an impulse to over ride insecurity and the fear of not taking action. Your reactive impulsivity inhibits solid, sustainable performance for everyone.

self-leadership opportunities

Eights love stimulating, highly challenging situations where pushing hard against resistance creates a deep feeling of security. These intense, difficult situations help Eights feel that they are on track, moving forward in a positive direction. When challenged, Eights push themselves hard, covering up perceived weakness and insecurity by being well-prepared, highly assertive performers. The intelligent, highly skilled, deeply intuitive Eights can be quite daunting for others to cope with. Not only do they push hard, but also they are also often quite accurate about their direction and assessment. Eights' classic dilemma is when they encounter predictable resistance from others they tend to push even harder. Ironically, Eights' historic impulse to push against resistance has helped them succeed and not be perceived as weak. However, this moment is a key self-leadership opportunity since they are highly relationship oriented, and ultimately seek harmony with others.



KEY OPPORTUNITY

Eight is gifted with intense passion for life. Ironically, others feel overwhelmed and may interpret your passion as “anger.” Stay positive; remind others of your commitment to them through acts of goodwill. Enjoy sharing your intense, maximum embrace of life as a gift to others and to yourself.

Inadvertently, their aggressive style alienates others, marginalizing their natural partnership capabilities. At these moments, Eights can step back from their historic pattern of impulsivity, utilize their significant analytic skills, and demonstrate their inclusive orientation by inviting others to participate in their plan. Once others experience Eights’ upgraded approach, they can forgive their impulsive transgressions and join up with Eights’ leadership. At these times, others know that they are fortunate to have such a big-hearted, energetic, dedicated person in a lead role. Eights are elected into their natural position of power, and everyone moves forward rapidly towards the goal. However, it is crucial that Eights always remember how they can feel thwarted, frustrated and resort to their impulsive, rebellious style. Instead of unconsciously reacting and being openly frustrated with others, Eights can self-disclose and demonstrate self-awareness and personal accountability. This calms others, reducing intimidation. The more relaxed Eights can then get back to the primary focus of building strong alliances and driving assertive, proactive, forward movement.

8

8 Gifts

Robust vitality and intense passion for life, inspired to break through all barriers to success

Courageous and dedicated to their chosen direction and mission in life

Natural leaders, love to help everyone maximize progress towards the established goal

Big-hearted, loyal and trustworthy, appreciative of support, returns the favor

Asks tough questions, creative, relentless, and intensely solution-oriented

Rapid, intuitive, analytical capability to integrate facts into precision action plan

Implement inspiring, practical, realistic direction that invokes fascination and adventure

Willing to take risks, decisive in a highly adaptive quest for mutual goal

Deeply caring, attracts strong relationships, forms rich environment of fun and camaraderie

Maintain composure during intense, even dramatic situations

Identify others' high level capabilities, helps them grow and develop their skills

Boundless enthusiasm and energy, embraces difficulty and challenging situations as fun

In service of outcome, not personal agenda, quickly adjusts to the best idea

Transparent, honest, up-front, authentic, "What you see is what you get"

Visionary pathway creators, able to conceive and promote a compelling approach

⑧ Challenges

Passionate energy to succeed is intense, when blocked others interpret passion as “anger”

“All or nothing” intensity, exhaust those who have a moderate style

Appear controlling, dismissive, and dominating when inhibited

Rebellious “troublemakers,” reactive, impulsively breaks convention with unrestricted push

Dictating, intimidating, explosive, impulsive, authoritarian style; overlooks subtle relationship dynamics

Internal collapse, defeated, and self-critical when unable to influence others

Laser focus on problems is so intense others feel exposed, criticized, and publicly humiliated

Independent, self-reliant, tough exterior, cover up sentimental vulnerabilities

Introverted self-reflection, withdrawal, disengaged when stressed, disorients others

Defensive, relies on rationalization and rigid point of view to control others

Interrupts discussion with dogmatic and rigid opinions, does not listen, stubborn

Blunt, disruptive, insensitive, accurate statements delivered with bad timing

Easily wounded, feel misunderstood and profoundly hurt when judged unfairly

Impatient, detached, irritable and bullying when defending personal vulnerability

Exhaust others and self through over exertion, impulsively “jump ship” when burned out

8

Assets

Wings—Flavoring

⑦ Affirmation

The Seven wing accesses logic to balance Eights' reliance on intuition. Both have a strong "doing" orientation. Seven feels productive to Eights. The combination is assertive and intense. Seven's friendly and approachable style cushions Eights' driving intensity with a good-hearted and positive tone.

⑦ Gifts

Strategic, precise, linear observation of possibilities and outcomes

Positive orientation drives optimism and expectation of enjoyable success

Interpersonally friendly and inviting, enhances accessibility and warmth

⑦ Challenges

May distract Eights' intense focus; fascination with abstract possibilities

Contribute to over reactive style, sense of disdain towards others' lack of logic

Over rely on logic, Eights' impulse not grounded with intuition, misses the mark



Assets

Wings—Flavoring

⑨ Unity

The Nine wing helps Eights see the strategic view, including people's needs and sensitivities. Nine helps Eights observe and assess before action, balancing Eights' intense instinctive style with Nine's perspective. Nine can feel inhibited and unsure, may make Eights uncharacteristically procrastinate. Open and subdued Nine helps Eights receive feedback.

⑨ Gifts

Nine's intuition and interpersonal savvy improves Eights' interpersonal skill

Eights in Nine are thoughtful, less impulsive, more comfortable to be around

Nine's passionate intensity is less observable, Eights' drive prevails, but less drama

⑨ Challenges

Nine's procrastination can inhibit Eights' risk taking, lose the driving edge

Eights in Nine may disorient others who expect intense overt passion and action

Eights are bored in Nine; frustration creates reactive, rebellious "break out"

8

Assets

Arrows—Temporary Transformation

② Service

Eights in the Two arrow create a direct link to others' hearts. Two balances Eights' appearance of bullying with a sincere, heartfelt message of openness and partnership. This delights those who appreciate Eights' significant contributions, but can feel threatened or overwhelmed. Two is magnanimous and kind, promoting team success above all.

② Gifts

Emotionally sensitive and skillful at demonstrating inclusive caring style

Especially helpful to those who are vulnerable, treated unfairly

Kind, approachable, highly attractive leaders who inspire with tough love

② Challenges

Overwhelmed and imbalanced by concerns for others, loses competitive edge

Implode into a highly emotional state, feel vulnerable, exposed, and humiliated

Lose native intuitive perspective, emotion drives decisions, get off track

Assets

Arrows—Temporary Transformation

⑤ Brilliance

The Five arrow is an enjoyable, introverted, analytic retreat for Eights. However, Eight leaders can also be daunting in both action and analysis when in Five. They earn respect and surprise experts with their agile analytic skill and industry-specific technical know-how. Vulnerable Eights retreat to Five, destabilizing those who expect Eights' extroverted style.

⑤ Gifts

Five helps Eights quickly grasp highly complex technical information

Eights in Five provide an interpersonal break, Five-oriented work is strategic and analytic

Five creates robust plans and models, strong emphasis on precise facts

⑤ Challenges

Eights withdraw to Five when hurt, self-analysis also feels like letting others down

Over reliance on thinking and logic inhibits Eights' intuitive risk taking approach

Too much thinking causes Eights to impulsively react with a controlling style

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Connecting with Others

Communications

Eights over focus on task and telling people what to do. They inadvertently alienate others with their characteristic blunt directness, creating frustrating interpersonal resistance from others. Balanced Eights connect interpersonally; help others warm up to their intensity. Ultimately, Eights want others to push back creatively, not take Eights' assertiveness personally.

Opportunities	Challenges
Advice for Eights Communicating with Others	
Appreciate diverse approaches, what can be learned here?	Frustrated that others don't respond quickly, "waste our time"
Ask people to paraphrase their agreement, solicit specific time commitments	People agree, but then don't do what they say they will do
Tell others that you want push back and feedback. Reward those who do	No one pushes back on me, I'd like more feedback
Advice for Others Communicating with Eights	
Interrupt Eights when in "telling" mode, make it clear you don't feel heard	Seems like Eights won't listen, always telling me how to do things
Tell Eights what they are wrong about, push back when Eights disagree	Always is "right," won't hear other opinions
Stop when Eights interrupt and derail, return to the original topic	Interrupts and aggressively controls direction of conversation

Relationships

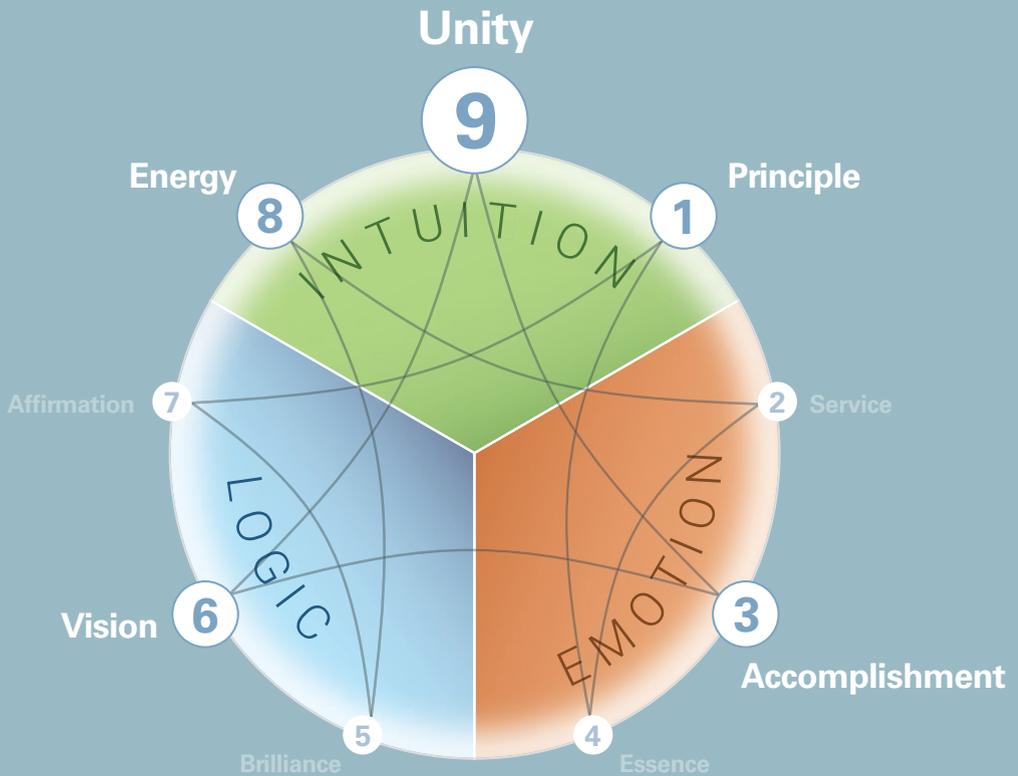
Eights are highly engaged relationship partners. Stimulating and intense interpersonal experience is required. Their extroversion drives lively, lengthy, in-depth discussions forcing agreement or disagreement. Eights expect others to confront them with a raw emotional response if necessary. Direct feedback helps Eights sense relationship boundaries. They deeply appreciate others' assertive commitment.

Opportunities	Challenges
Advice for Eights Relating to Others	
Be clear that you need and model authenticity, reward others' openness	Others don't "meet me" in conversation, I can't tell where they stand
Remember that most people avoid conflict, Eights see conflict as stimulating	Arguing doesn't bother me, but it seems to scare others
Eights' energy wears others down. Listen, let others talk more	Seem to wear people out, don't know how to stop doing this
Advice for Others Relating to Eights	
Stop listening and start talking. Tell Eights you are bored with them	Can't seem to get a word in edgewise, bored listening all the time
Invite Eights to take a break, remember Eights like their introverted Five arrow	Would like to have quiet time, talking all the time wears me out
Tell Eights to improve interpersonal sensitivity, draw others out	Tired of having to "meet" the Eights and assert myself all the time

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— DOORWAY 9 —

Unity



9 Unity

Gift
Connection

Challenge
Avoidance

Insight
Tuned in to deep truth

Action
Share insights to inspire others

Motto
Partnership above all

Primary Intelligence: Intuition

Energy Source: Introvert

Motivation: Passion for Life

Assets

Wings—Flavoring

	① Principle	⑧ Energy
GIFT	Discipline	Action
CHALLENGE	Obsession	Impulse

Arrows—Temporary Transformations

	③ Accomplishment	⑥ Vision
GIFT	Substance	Possibility
CHALLENGE	Appearance	Problems

Self: Advice for Nines for Communicating and Relating to Others

Opportunities	Challenges
Communicating	
Be direct, others will be relieved	Withholds opinion, doesn't speak up
Relating	
Assert own needs early. Be clear	Conflict avoiding, self-sacrificing

Others: Advice for **Others** when Communicating and Relating to Nines

Opportunities	Challenges
Communicating	
Be explicit, "I can't understand you"	Too long to get to the point
Relating	
Tell Nines to make up their minds	Don't know what Nine wants

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Unity



KEY INSIGHT

Notice when you think others are more important than you. This core belief leads you to self-sacrifice, eroding self-esteem. You will notice feeling judgmental and unforgiving towards yourself. These shaming messages launch the downward spiral to self-sacrifice.

overview

Nines sense subtle, deep, and intuitive realities of relationships. Nines become so involved in this state that they inadvertently miss opportunities to fulfill their own needs. Nines can seduce themselves with this deep sensitivity because it creates such a relaxed, congenial environment for themselves and others. Nines are skilled at helping individuals and groups address difficult topics with relative comfort and safety. Nines' gift of awareness of these deeper, often universal themes can be inhibiting to their own well-being. Their intense connections with others override direct experience of themselves. Once Nines learn to put themselves first, they are masterful at facilitating a unified environment of highly productive relationships. With their adept facilitative skills, Nines provide great value in a wide variety of professional environments.

internal experience

Nines develop deep relationships by connecting with others through intuition. They help others be aware of their deeper motivations, and define a clear sense of purpose. Nines provide expert interpersonal support, astute feedback, and a supportive leadership style to those they work with. Nines' non-threatening style, and accurate perceptions may even appear "enlightening" due to their unique, innovative and creative interpersonal approach. However, to maintain and sustain their relaxed intuitive state, Nines inadvertently repress and sacrifice their accountability to themselves, focusing on others as a practical, but ultimately self-defeating life strategy. Therefore, Nines unconsciously create an illusion of personal security built on self-sacrifice. Over time, Nines' approach builds deep, but unconscious resentment, expressed through covert and sometimes overt anger towards themselves and others. As a result of consequent painful relationship breakdowns, motivated Nines eventually learn that real security comes from taking care of themselves first. Their hard work pays off because those who achieve the balance between caring for themselves and others can make major contributions in their lives. Nines can focus their talents to succeed both in leadership and in creative professional fields, all based on their valuable service of helping others be at their best.



KEY ACTION

Anger is the symptom of blocked passion, a way to feel safe from others who hurt you. Be bold, free your passion for life, and commit to your own sense of purpose. Then, whenever you feel angry interpret it as a reminder to get back on track with your life.

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KEY BLIND SPOT

Accommodating to others' needs is fundamental to Nine, and has value as a strategy to meet basic needs. Immersion into others' experience limits Nine's self-awareness. Without the awareness foundation, Nines lose touch with themselves, lose control.

external style

Nines are noted for their relaxed, “laid-back” style. Nines create an accessible, comfortable interpersonal environment. They enjoy asking provocative, probing questions, and are genuinely interested in others. They like to help, but also to learn. Nines are extremely adept at identifying valuable insight nuggets. The insights come from Nines’ highly evolved intuition, which is their vehicle to bring great value to relationships. Others should be on alert when Nines are too accommodating, friendly and self-sacrificing. At these times, prepare for Nines’ repressed frustration to emerge. This can be surprising and threatening to those who expect Nines’ normal friendly approach.

self-leadership opportunities

Nines who are fully awake to their passion for life can be inspiring. They are often extraordinarily multi-talented in areas including the arts, sports, languages, and a wide range of hobbies. Nines often have an intuitive “knack” to quickly develop wide-ranging talent sets and gather information quickly with passionate and surprisingly fast-paced, comprehensive skill. As Nines commit to developing a solid and conscious connection with themselves, they learn to share their intuitive brilliance in an open, direct, and public manner. This provides great value due to their insightful, intuitive wisdom, along with their often attractive and relaxed delivery.

**KEY OPPORTUNITY**

Nine is highly perceptive, especially about others. Ironically, Nines can be unsure of their own position, while skilled at advising others. Nines can become dependent on outside advice. Use awareness to identify your own needs. End all unnecessary dependencies.

Nines become major contributors in fields that benefit from their accurate and innovative viewpoints. As Nines put themselves first, they become highly attractive and even more valuable to others because their creative output and passion for life are so elegant. The self-aware Nines' combination of intuition, authentic care and compassion, courage to address their repressed anger, and direct contact with anxiety as a creative tool, provides them with an exhilarating and refreshing perspective. Nines' natural ability to anticipate others' needs and desires, along with their friendly style, provides a high quality environment of partnership, innovation, and intuitive brilliance. This is the zone where Nines are truly able to contribute at a world-class level in their personal and professional endeavors. Nines can do well in leadership roles that involve a strong balance of focus on both relationship and task. Mentoring others is deeply rewarding and effective for Nine leaders. Therefore, Nines do well in fields where they help others grow into new levels of responsibility. This is especially the case in fast paced and dynamic fields where creativity and synchronized relationships bring high value. The key self-leadership reminder for Nines is to actively develop their wide-ranging talents and bring them out to the public as soon as possible.

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9 Gifts

Creative relationship experts, senses everyone's internal experience and concerns

Resourceful, imaginative; uncovers plentiful, practical interpersonal options

Thrives in complex situations; develops unique, effective, intuitive approach

Identifies embedded principles; pioneering and brilliant innovators; attracts trust and respect

Designs and implements simple, well crafted systems to map deeper truths

Flexible, resilient, engaged; able to celebrate and connect with wide ranging populations

Helps others tap into their positive motivations, inspires high performance

On-the-fly, accurate, well-integrated analysis of wide ranging, complex situations

Relaxed and adept professional competence when fully confident in their position and facts

Adaptable in disorienting, high-pressure environments. Trusts intuition, takes risks

Patience and commitment to make deeper connection. Excellent mentor

Skillful at sharing insights gained from observing others' deeper feelings and intentions

Helps others self-observe accurately with facilitative ease

Articulates complicated philosophical or theoretical concepts in simple terms

Strong connection with deeper intuitive self evokes trust and creativity under pressure

⑨ Challenges

Smoldering resentment, eventual outright anger erupts after build up
Avoids conflict, “agree and capitulate”
Commitment problems, vague, uncertain, distracted, preoccupied
Stubborn and rigid, fear of violating needs, but don’t know what they are
Intense effort to seek others’ opinions to help figure out what Nines want
Stays in bad relationships too long, seduced by a myth of a “deeper connection”
Overly generous to avoid conflict, assumes other will return favor
Avoids provocative interactions and public opportunities for self-promotion
Does things oneself rather than delegate as a way to keep the peace
Overlooks details, misses deadlines, non-productive “top” priorities
Diffuse goals, fails to reach potential, won’t trust intuitive truth
Doubts self, becomes anxious, distracted, frustrated
Aloof, isolated, withdrawn, abandons those who count on Nines
Disingenuous, inauthentic, guarded when defensive, rationalizes
Requires unrealistic sense of security. Waits too long to take action

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Assets

Wings—Flavoring

⑧ Energy

Eight wing brings power and assertiveness to Nines. Accessing Eight provides a foundation of extroversion, gusto, risk-taking, and an intense interpersonal style to often more passive Nines. Eight is an exhilarating, yet scary, zone for Nines because it requires an outward direct style. Nines can achieve great things with the Eight wing.

⑧ Gifts

**Passion in action, no-nonsense assertive style.
Gets stuff done!**

**Direct, encounter conflict, disagree, be uncomfortable,
complete tasks quickly**

**Powerful, inclusive pushing style inspires team,
magnetizes support**

⑧ Challenges

**Impulsive, indulges risk, spontaneous; blunt and
provocative statements**

**Defensive, stubborn disagreement, reacts irrationally
in arguments**

**Hurt and vulnerable under attack, aggressive,
withdraws, abandons others**

Assets

Wings—Flavoring

① Principle

One wing gives Nines discipline and structure, driving creatively to task completion. One wing has high standards, commitment, hard work, and tenacity. Nines can be highly productive in One, but over diligent, spend too much time in preparation, inhibit delivery. Nines in One can avoid taking final steps to completion.

① Gifts

Provides structure and practical systems, organizes Nines to passionate action

High standards, One helps Nines work hard to bring their wisdom to the world

One's internal sentinel helps Nines feel less isolated during solo creative tasks

① Challenges

"Always practicing," obsess to make work better, never complete task

Overly accountable for people and situations that Nines are not responsible for

Demanding, acts out emotionally when situations out of Nines' control

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Assets

Arrows—Temporary Transformation

③ Accomplishment

Nines in the Three arrow can be attractive physically and professionally. Nines have the creativity and wisdom to gain others' attention, but usually don't take advantage of their asset. Three helps Nines package their accomplishments so that others notice. Nines enjoy being on stage to share their hard earned wisdom.

③ Gifts

Extroverted, spontaneous, and gregarious, easily attracts others

Well-designed, attractive presentation, substantial accomplishment

Sets the stage, provides scenario for shy Nines to assert themselves publicly

③ Challenges

Manipulative and disingenuous, appearance of substance, can't deliver

Gets people on board with passionate vision, later changes course

**Shifts rapidly from self-sacrificing to more self-protective
Three arrow**

Assets

Arrows—Temporary Transformation

⑥ Vision

The Six arrow provides Nines connections to their feelings and sense of self. Incisive, relentless, and penetrating, Six's vigilance helps Nines pay attention to crucial internal and external facts. Nines overreact to threatening realities perceived by Six, becoming hyper-anxious. Healthy Nines benefit from Six's crucial feedback, stay on track.

⑥ Gifts

Six keeps Nines diligent to all detail, alert to implications of mistakes

Six's analytic strengths improve accuracy and balances Nines' intuition

Six helps build trust with analytic types who normally reject Nines' non-linear style

⑥ Challenges

Under stress, experiences intense fear, even paranoia

Obsessively ruminates and discusses important topics, limitless exploration

Compulsively seeks opinions to make decisions. Limitless imagining, no solution

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Connecting with Others

Communications

Nines connect with others easily. Unhealthy Nines may appear connected, yet are distracted, feel vulnerable. Healthy Nines develop the awareness and skill to be very intimate. However, all Nines self-sacrifice, risking a resentment buildup. Aware Nines use ongoing self-disclosure and diligent self-awareness to alert themselves and others of possible growing frustration.

Opportunities	Challenges
Advice for Nines Communicating with Others	
Be aware of deep emotion, hurt and vulnerable. Do not give in	Avoid asserting own needs, will "agree and capitulate" to escape conflict
Regular disclosure, tell the truth immediately, do not hesitate or wait	Wait too long to bring up tough topics, unsuspecting others are surprised, shocked
Take care of yourself, postpone the discussion, take a break to rebalance	In conflict, appear to listen, but internally preoccupied, repressing anger
Advice for Others Communicating with Nines	
Tell Nines they don't make sense. If Nines are defensive, tell them again	Talkative, even verbose, not to the point, no substance
Assume Nines' feelings are hidden to themselves and others, talk now	Don't know how they feel, find out later when they are angry
Listen closely for substance, if none, tell them you are not on board	Can appear schmoozing or seductive, tries to influence how I feel

Relationships

Nines are friendly, genuinely positive people. An attractive relationship partner, Nines are skillful talking about compelling, deep topics and create an intimate trust and camaraderie connection. Self-sacrifice erodes Nines’ goodwill; resentment creates danger. Nines need to take care of themselves first. If not, others should be on alert for Nines’ possible attack.

Opportunities	Challenges
Advice for Nines Relating to Others	
Be aware, self-disclose, equip others with full knowledge	Surprise others with strong feelings that “come out of nowhere”
Have many trusted advisors. Don’t be surprised, be vigilant and alert	Hit a brick wall of new insights. Nines make a dramatic change of course
Passive aggression is dangerous—no defense possible. Direct anger is safer	Expect others to accept my impulsivity and passive aggression as OK
Advice for Others Relating to Nines	
Use probing questions, keep Nines alert and focused on your perspective	Attractive person, caring, but not fully present, something is missing
If Nines becomes dependent, withdraw. Abandoning Nines motivates their self-care	Dependent, wants me to help them take care of themselves
In task mode, set topic and time boundaries. Create informal, non-task talk	Talks about things unrelated to task or practical reality, wastes time



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