



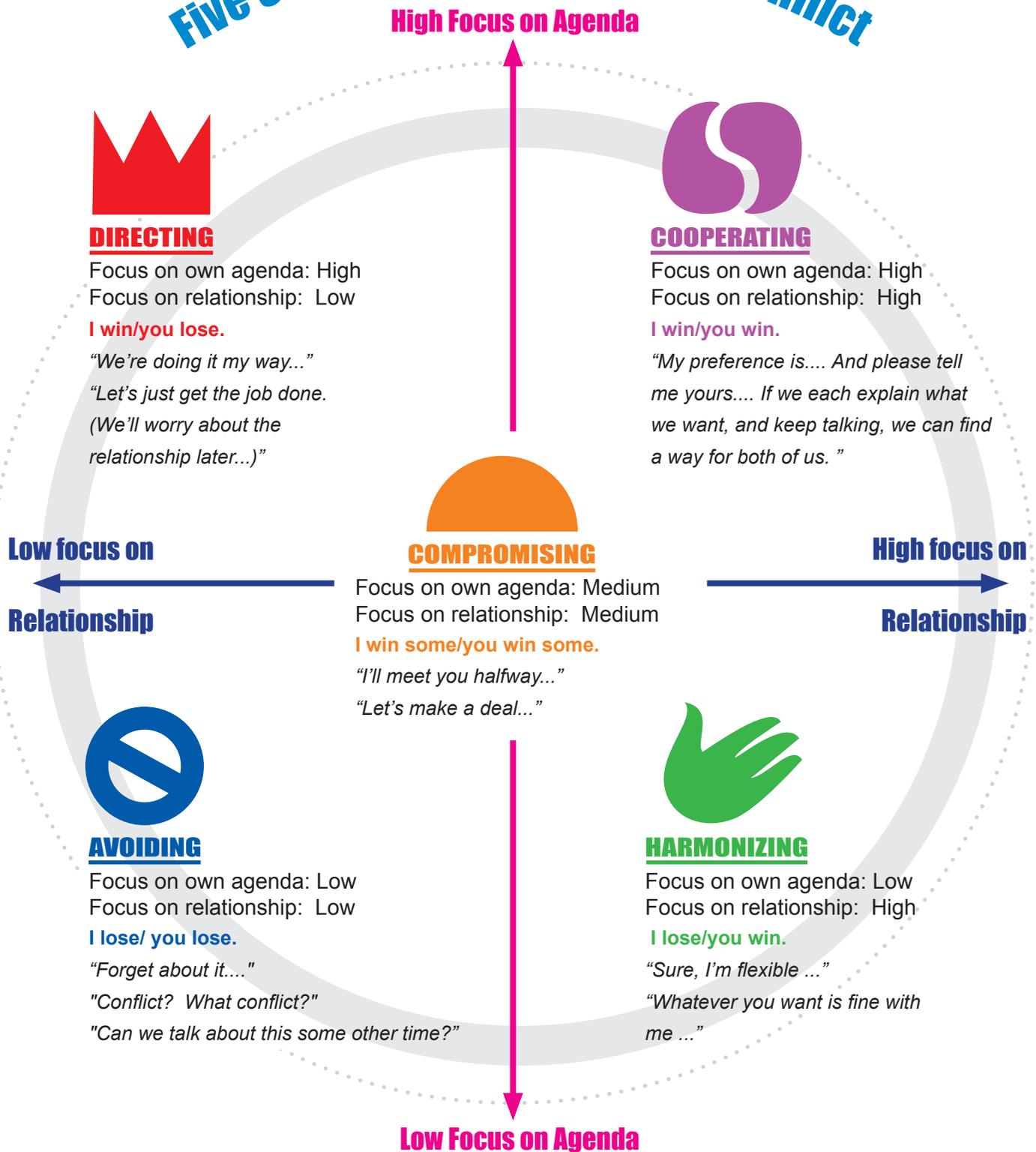
INTEGRATIVE
LAW INSTITUTE
AT COMMONWEAL

WHEREVER YOU GO, THERE YOU ARE: Self-Reflective, Self-Aware Collaborative Conflict Resolution

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Five Styles of Responding to Conflict



Understanding Conflict Styles



DIRECTING

High focus on own agenda and low focus on relationship

"We're doing it my way..."

I win and you lose.

Strategies: Persuade, insist, demand and repeat, compete, control, refuse to negotiate, attack. As leader, discourage challenges, cite policy, set limits and consequences, instruct.

Source of power: From position, role, control of resources, ability to impose consequences.

Benefits: Speed, decisiveness, gaining or protecting things important to the Director. Useful in emergencies - no time lost negotiating duties when the ship is sinking. Stability under unswerving leadership.

Costs when over-used: Inequality, resentment, reduction in trust, loss of cooperation. In time, others display lower self-motivation, atrophy of gifts, diminished self-respect, or depression. Reduced emotional and spiritual growth in the *Director* if others fear to challenge them.



COOPERATING

High focus on own agenda and high focus on relationship

"My preference is.... And please tell me yours."

I win and you win.

Strategies: Assert self *and* invite other views. Welcome differences, reflect jointly on strengths and weaknesses of all views. Cooperate in seeking and evaluating additional information.

Source of power: From trust, skill, ability, coordination, goodwill, creativity, mutuality.

Benefits: Trust and mutuality. High potential for creativity and personal growth. Others blossom and develop new gifts. This style has immense rewards of satisfaction, energy and joy when successfully used on meaningful issues.

Costs when over-used: Fatigue and time loss, distraction from more important tasks, analysis paralysis. Used for many trivial issues, people weary of "too much processing". Attempted without attention to the skills and time required, failure is likely; cooperation gets a bad name.



COMPROMISING

Medium focus on own agenda and medium focus on relationship

“I’ll meet you halfway...”

I win some and you win some.

Strategies: Urge moderation, bargain, split the difference, find a little something for everyone, meet them halfway, give a little and take a little.

Source of power: From moderation, sense of fairness, practicality, and pragmatism.

Benefits: Relatively fast, provides a way out of stalemate, enables the show to go on. Emphasis on fairness is readily understood by most people. Builds atmosphere of cooperation.

Costs when over-used: Mediocrity and blandness, possibility of unprincipled agreements, likelihood of patching symptoms and ignoring causes. Everyone gets a little, but no one is really happy. Too-quick compromises may short-circuit needed in-depth discussion.



AVOIDING

Low focus on own agenda and low focus on relationship

“Forget it.... Conflict? What conflict?”

I lose and you lose.

Strategies: Withdraw, delay or avoid response. Divert attention, suppress emotions, be inaccessible or inscrutable.

Source of power: From calmness, silence, non-cooperation, being unavailable or “above it all.”

Benefits: Freedom from entanglement in trivial issues or insignificant relationships, stability, preservation of status quo, ability to influence or block others without seeming negative.

Costs when over-used: Periodic explosions of pent-up anger, “long stretches of cottony silence punctuated by terrifying explosions,” slow death of relationships, residue of bad feeling. Stagnation, dullness, declining interest and energy. Loss of engagement and accountability.



HARMONIZING

Low focus on own agenda and high focus on relationship

“Sure, I’m flexible ...”

“Whatever you’re happy with is fine with me....”

You win and I lose.

Strategies: Agree, support, acknowledge error, give in, convince self it’s no big deal, placate, smile and say yes, grin and bear it.

Source of power: From relationships, approval of others, from fitting in.

Benefits: Flexible and easy to work with, wins approval and appreciation of others, creates pleasant atmosphere. Freedom from hassle, at least in the short-term.

Costs when over-used: Frustration for others who want the engagement of *Problem-solving*. Resentment, depression, and stunted growth of personal gifts in the *Harmonizer*. Dependency on others. Denies others the benefit of confrontation if the Harmonizer accepts unhealthy patterns or behaviors that ought to be challenged.

Principles to Remember

- 1. Diversity and conflict are part of being human.** Most people function better in conflict if they accept that it is a normal part of life.
- 2. Self management** is the most important and challenging part of conflict management.
- 3. Self-awareness** of your conflict style preferences and the strengths and dangers of your preferred styles is a big step towards self-management.
- 4. Style flexibility is the goal.** No style is always best. Each has benefits and costs.
- 5. Each conflict style has a particular set of preferences for how to interact** (pages 7-9). Taking steps to meet these frees up energy for addressing the issues at conflict.
- 6. No matter how aware or skillful you are, you will still get hurt or fail sometimes.** We’re human, not gods. Learn from mistakes, make right what you can, forgive when you are able, get on with things. Live fully, not perfectly.

Choosing Responses to Conflict

We are most successful in conflict when we are flexible in our abilities and can use each of the five styles skillfully as needed. However, most people rely on one or two preferred styles and use them unthinkingly in *all* conflicts, regardless of the circumstances. This section will help you make conscious choices about which style is best in a given situation or moment.

Directing

Most useful when:

- an emergency looms
- there is no time for give-and-take discussion
- you are sure you're right, and being right matters more than preserving relationships
- the issue is trivial and others don't really care what happens
- weaker parties need to be protected from stronger ones
- principles are at stake and must not be compromised, regardless of cost

Least useful when:

- *Cooperating* has not yet been attempted
- support and cooperation of others who want to be treated as equals is important
- used routinely for most issues; others either get annoyed and resistant or fall into passiveness and dependency in the

presence of someone who chronically directs

- self-respect of others is diminished needlessly

Cooperating

Most useful when:

- the issues and relationships are both significant
- long-term ability to work together is important
- a creative outcome is important
- time and energy are available for discussion
- reasonable hope exists to meet all concerns

Least useful when:

- time is short
- the issues are trivial
- you're overloaded with "processing"
- the goals of the other person are wrong beyond doubt

Compromising

Most useful when:

- getting a quick settlement matters more than exploring all possible options.
- working together is important, but time or resources to *Cooperate* fully are limited
- when settling on some solution, even if less than ideal, is better than a complete stalemate
- when efforts to *Cooperate* will be misunderstood as *Directing*

Least useful when:

- in-depth analysis or finding the most creative solution possible is essential (use *Cooperating* instead)
- when you can't live with the consequences of getting less than what you want or need
- deep principles or values are at stake

Avoiding

Most useful when:

- the issue is trivial
- the relationship is insignificant
- time to talk is limited and a decision can be delayed for now
- you have little power to openly resist an opponent but you don't want to actively go along with their wishes

Least useful when:

- you care about both the issues involved and

the relationship

- used habitually for most issues (leads to "explosions" or "freeze-out")
- a residue of negative feelings is likely to linger
- others would benefit from constructive confrontation
- your role or duties oblige you to take a stand (even though you may personally prefer to Avoid or Harmonize)

Harmonizing

Most useful when:

- keeping others happy is the most important goal
- expressing your wishes may bring retaliation from others and you have no means to protect yourself
- you really don't care about the issue
- you are powerless and have no wish to block the other person

Least useful when:

- you are likely to harbor resentment
- used habitually in order to win acceptance by others (outcome: lack of self-respect and personal growth in you and eventually perhaps depression)
- others wish to *Cooperate* and will feel like *Directors* if you *Harmonize*

Strategies for Working with Styles of Others

You can do a lot to help people with styles different from your own feel more comfortable in conflicts and thus function more constructively. Read and discuss the information below with people who live or work with you. If you talk when things are calm about your styles and what you need, you will know what to do to make things easier in difficult times. As you become familiar with the styles, you will soon find you can recognize style preferences even in complete strangers, and you will know how to respond in situations that previously confounded you.

How to bring out the best in someone who scores high in Directing

- People who use the **Directing** style a lot are often task oriented. They are usually quite productive and concerned to get the job done. Engage them and let them know you are committed to the task at hand or resolving the issue satisfactorily. If you need time to think things through or cool down, they are usually fine with this if you ask, so long as you indicate clearly a commitment to returning to resolve things. You will get a more positive response if you state specifically when you will come back (e.g., in an hour, or tomorrow at nine o'clock, etc).
- Though their task focus makes it easy to forget the feelings and needs of others, many **Directors** feel deeply responsible for those around them and may feel quite bad if they realize they have wounded others. Look for ways to engage them about the needs of others in settings where they are not in the middle of a big job.
- **Directors** usually prefer to deal with things *now* and get anxious when others are silent or passive. Don't withdraw without giving some clue about your intentions. Lack of information about this will increase their anxiety and anger.
- A **Directing** person who is angry can be quite intimidating, for this style is the most active, and "in your face" when anger is high. If this person has a history of abusing others emotionally or otherwise and holds more power than you, look for a path to safety or shelter. If the person is basically healthy emotionally, simply asking for a chance to cool off and think often helps, so long as you state clearly your intention to return and work on things.

How to bring out the best in someone who scores high in Cooperating

- Feeling heard helps all styles, but **Cooperators** respond particularly well to efforts to structure conversation around listening. Hear them out fully and you are likely to be surprised at how

well they listen to you in return.

- Most **Cooperators** value directness and candor, so long as you are polite. Saying what you want and need will be appreciated, particularly if you manage to say it in an attitude of “providing information about what matters most to me” rather than criticizing or making demands.
- If you are a **Harmonizer** or **Avoider**, resist the temptation to back off from an assertive **Cooperator**. Yes, **Cooperators** do speak out, but they truly want to hear your views too. If you are silent or too quick to agree, the **Cooperator** ends up feeling like a **Director**, which is not at all the intention.
- Bring a blend of task and relationship focus to the conversation. Affirm work well done.
- Like the directing style, **Cooperators** particularly appreciate information about what is going on, and tend to become anxious or upset if others pull away without signalling their intentions. Don’t withdraw without giving a clear explanation, such as, “I want to go for a walk for half an hour to think things through. Then I’ll come back and we can talk some more.”

How to bring out the best in someone who scores high in **Avoiding**

- **Avoiders** benefit more than any other style from an offer to give them time and/or space to withdraw and think things through. You are more likely to get a “yes” answer about anything you need from them if you use a

“two-step” approach. The first step is to let **Avoiders** know – in thoughtful tones - what you want and that you’d like them to think about it. Then come back later – an hour, a day, a week - and hear their response.

- Stay low-key. The more intense or demanding you are, the more likely the **Avoider** will go into major withdrawal.
- There is a significant subgroup of conflict **Avoiders** who are actually quite task focused, but in a particular way. They bring a high level of caution and attention to detail to everything they do; they are concerned not to put important things at risk. These Avoiders need data and information, presented in a calm and methodical way, in order to comfortably enter negotiations. Look for ways to provide them with relevant details, about plans, options, costs, rules, precedents from elsewhere, expected results, how surprises will be dealt with, etc. If possible, give them time to absorb this information before expecting them to negotiate. See two-step approach above.
- Haste in decision making tends to push **Avoiders** into withdrawal or analysis paralysis. Move slowly, one step at a time.

How to bring out the best in someone who scores high in **Compromising**

- **Compromisers** have a strong sense of reciprocity. More than other styles, they are likely to respond in kind if you back off somewhat from your initial position. Leave room to negotiate when you make your

opening request.

- **Compromisers** value fairness and moderation. Address them in these terms. For example, use terms like "being fair", "fair play", "reasonable", "you give some, I give some", "give and take", etc.
- **Compromisers** tend to value efficiency of time and energy and are eager to find a way through to a practical solution that ends the difficulty. A sense that a fair and moderate deal was achieved probably matters more than talking through all options.
- **Compromisers** do not enjoy prolonged debate. A determined partner in **Directing** or even **Cooperating** style may, with strong logic, be able to persuade them that they are wrong, creating an appearance that the more forceful person has "won". However, the victory may be hollow. The Compromiser's deep inner sense that conclusions should be reciprocal and balanced will be disturbed. Trust, openness and cooperativeness will suffer in the long-term. Find concessions for the **Compromiser**, even if you are sure your argument is stronger.

How to bring out the best in someone who scores high in **Harmonizing**

- **Harmonizers** want to please and be pleased. Pay attention to small social niceties. More than any other style, **Harmonizers** will be positively affected by gestures of thoughtfulness – a kind note, an appreciative comment, flowers, a chocolate bar, a card, etc.

- You will get more cooperativeness in doing serious work with **Harmonizers** if you use a two-step approach. First, connect at a human level (ask how they are doing, inquire about a family member, tease a little, compliment them, thank them for something, etc.). Then, and only then, settle down to business. The human connection always comes before work for **Harmonizers** (an insight that is especially difficult for task-oriented **Directors** to remember).
- Stay light. Seriousness or heaviness in others quickly stirs anxiety in **Harmonizers** and makes it hard for them to focus or stay on task. Use humor. Appreciate the relationship or their good qualities out loud if you can honestly do so.
- Assure them repeatedly that you really want to know their preferences and views. Thank them sincerely if they do level with you. If they bring criticism, thank them generously, for it requires great effort for **Harmonizers** to be direct about anything negative.
- In meetings or extended conversations with **Harmonizers**, take breaks and lighten up on a regular basis. Long, heavy discussion unsettles **Harmonizers** and pushes them to unhelpful places more quickly than other styles.

Cognitive Functions Explained In Simple Terms

By [Michael T. Robinson](http://www.CareerPlanner.com/MichaelTRobinson.cfm)

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CareerPlanner.com Inc.

Ni (Introverted- Intuiting.cfm)	Ne (Extraverted- Intuiting.cfm)	Si (Introverted- Sensing.cfm)	Se (Extraverted- Sensing.cfm)	Ti (Introverted- Thinking.cfm)	Te (Extraverted- Thinking.cfm)	Fi (Introverted- Feeling.cfm)	Fe (Extraverted- Feeling.cfm)	Overview (Cognitive- Functions- Simply- Explained.cfm)
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[Cognitive Functions Chart - Shows Which of Your Functions are Strongest. \(https://www.careerplanner.com/MB2/8-CognitiveFunctionsChart.cfm\)](https://www.careerplanner.com/MB2/8-CognitiveFunctionsChart.cfm)

This article describes your 8 cognitive functions, as well as what introversion and extraversion are. These concepts form the basis for understanding and using Personality Type.

The Brain and Your Personality Type

The brain takes in information for us (perceiving) and then it helps us make decisions (judging).

These are the 2 most basic, fundamental functions of the the brain, besides keeping us alive by telling us to eat and breathe.

There are 4 totally different ways of perceiving and 4 totally different ways of judging.

Together these are called the 8 cognitive functions.

The differences in how we all perceive and judge accounts for the basic differences in personality. To a large extent, differences in perceiving and judging is why we are all so different.

Personality type theory actually comes from an understanding of these 8 functions. Your 4 letter personality type is actually a code which will tell you which functions you are strongest in and which functions are probably weak and which will cause you all sorts of problems.

Unfortunately, you can not be good at using all 8 of these functions.

You will probably be very good with 2 of these cognitive functions and they will account for your strengths. 2 functions will be weak and will indicate what your blind spots might be.

And, just to make things interesting, 4 of the 8 functions will be in the unconscious and out of your control. These "shadow functions" will usually pop up to cause you trouble when you are stressed.

Why Bother Learning This and Who Cares?

Understanding a bit about cognitive functions and personality type will give you a framework for understanding yourself and other people.

So if you want better relationships at home or at work, personality type will give you a method for understanding people and for adjusting your approach with people, especially the difficult people in your life.

It takes some practice. But once you understand the basics of personality type, and you see a person behaving in a certain way, the system will tell you why they behave that way and what you might do about it.

The best way to learn about personality type is to start with the cognitive functions, described below.

But First Lets Look at Introversion and Extraversion

Introversion and extraversion are known as "attitudes" and they affect the functions.

Almost everyone has heard the term "extravert" and "introvert."

Carl Jung, the Swiss Psychoanalyst was the first to define these terms.

Extraverts are those people who talk a bit more, talk a bit louder, talk a bit faster and seem to enjoy having more people around and having more action in their lives.

The definition of an extravert is someone who gets energized by having more activity in the real world. More people, more events, more sounds, more sights etc.

Introverts are those people who are more energized by being in their heads, with their own thoughts, ideas, dreams, visions etc.

Introverts prefer quiet. They talk less. They talk more slowly, unless they are talking about their favorite subjects in which case they can look like extraverts.

There are two worlds we all live in. The world inside of our mind which is where introverts prefer to spend most of their time, and the world external to our minds. That would be the real, physical world full of action, people, and events. It's the external world where extraverts prefer to spend most of their time.

There is a [scientific reason for extraversion and introversion \(../MB2/Personality-Type-Theory-and-Evidence.cfm\)](#), and it's a bit surprising. Researchers have found that due to brain chemistry, introverts normally have a higher level of neuro chemical stimulation going on in their brains. Thus, they are normally over stimulated and they try to tone things down.

Extraverts have less neuro chemical stimulation going on in parts of their brains, thus they seek out more stimulation from the external world.

The key to remember is that when you think of the term "extraverted" think of what is going on in the real world, around you, and in the present. It's always in the present moment.

When you think of "introverted" think of what is going on inside one's mind, and this activity can involve the past, present and future.

An extreme example of a person who prefers extraversion is someone who loves to go to live sporting events like baseball games or football games, or rock concerts. I'm not talking about the person who goes once a year. I'm talking about the person who has season tickets and tries to get to as many games as possible. They are energized by the crowds, the game, the event as a whole. Then after the event, they probably want even more excitement. They will want to continue to hang out with their friends.

There are still introverts in the crowd, but, after all of that external stimulation, they will want to go home and recharge in a quiet environment.

Introverts still want and need people, it's just that they like for their people interactions to be a little less noisy, less crowded and less chaotic. They prefer being with one or two close friends rather than larger groups. The reason is that they are neuro chemically more sensitive.

The Perceiving Functions

The 4 ways to take in information are:

- [Extraverted Sensing \(Se\)](#) ([Extraverted-Sensing.cfm](#))
- [Introverted Sensing \(Si\)](#) ([Introverted-Sensing.cfm](#))
- [Extraverted Intuiting \(Ne\)](#) ([Extraverted-Intuiting.cfm](#))
- [Introverted Intuiting \(Ni\)](#) ([Introverted-Intuiting.cfm](#))

Remember, when you hear the word "extraverted" that means what happens external to your mind. This means what happens in the real physical world. Also remember it takes place in the present moment, real time.

When you hear the word "introverted" that means what goes on inside your mind. That would be your thoughts, feelings, ideas, concepts, theories, and memories. These transcend time. They can be about the past, present, or future.

Extraverted Sensing is what happens when you pay attention to what your 5 senses (touch, taste, smell, hearing, seeing) are telling you about the real world. It's a real time process that is happening now.

So if you pay attention to a sound coming from a bird just outside your door, that's your brain using it's extraverted sensing function to pay attention to the sound.

Introverted Sensing is when you remember the sound of a bird that you heard last week. Because you are paying attention to the memory of it in your mind, rather than the real live event.

Extraverted Intuiting is when you see several possible futures. It's when you do rapid fire brainstorm. It's when you see connections and patterns between people and events.

Introverted Intuiting is when you get insights that seem to come from nowhere. It's when you have those "aha" moments.

The Judging Functions

There are the 4 basic ways we make decisions. These are your judging functions:

- [Extraverted Thinking \(Te\)](#) ([Extraverted-Thinking.cfm](#))
- [Extraverted Feeling \(Fe\)](#) ([Extraverted-Feeling.cfm](#))
- [Introverted Thinking \(Ti\)](#) ([Introverted-Thinking.cfm](#))
- [Introverted Feeling \(Fi\)](#) ([Introverted-Feeling.cfm](#))

Extraverted Thinking is making decisions about the external world using objective facts.

Extraverted Feeling is making decisions based on a value system that is concerned with the well being of people. These values are more global and cultural than personal.

Introverted Thinking is making decisions based on data, categories, and theories inside your mind.

Introverted Feeling is about making decisions based on your personal values and being concerned more with how things impact you personally than how the group is impacted.

Understanding the Order of Your 8 Functions

Although we all have 8 functions, our ability to use them is different for each of the 16 personality types

There are two ways to list your 8 functions, by order of strength as measured by a cognitive function assessment, or by using what is known as the John Beebe¹ Model or Hierarchy.

John Beebe is one of the foremost Jungian Analysts in the world today and he has taken Jung's personality type to the next level.

Each cognitive function behaves different depending on which position / role it falls into in the Beebe Hierarchy.

The Introverts

	Role	ISTJ	ISFJ	INFJ	INTJ	ISTP	INTP	ISFP	INFP
1	Dominant / Hero	Si	Si	Ni	Ni	Ti	Ti	Fi	Fi
2	Auxiliary / Good Parent	Te	Fe	Fe	Te	Se	Ne	Se	Ne
3	Relief / Eternal Child	Fi	Ti	Ti	Fi	Ni	Si	Ni	Si
4	Aspirational / Soul / Spirit	Ne	Ne	Se	Se	Fe	Fe	Te	Te
5	Opposing	Se	Se	Ne	Ne	Te	Te	Fe	Fe
6	Critical Parent	Ti	Fi	Fi	Ti	Si	Ni	Si	Ni
7	Trickster	Fe	Te	Te	Fe	Ne	Se	Ne	Se
8	Devilish / Transformative	Ni	Ni	Si	Si	Fi	Fi	Ti	Ti

The Extraverts

	Role	ESTP	ESFP	ENFP	ENTP	ESTJ	ENTJ	ESFJ	ENFJ
1	Dominant / Hero	Se	Se	Ne	Ne	Te	Te	Fe	Fe
2	Auxiliary / Good Parent	Ti	Fi	Fi	Ti	Si	Ni	Si	Ni
3	Relief / Eternal Child	Fe	Te	Te	Fe	Ne	Se	Ne	Se
4	Aspirational / Soul / Spirit	Ni	Ni	Si	Si	Fi	Fi	Ti	Ti
5	Opposing	Si	Si	Ni	Ni	Ti	Ti	Fi	Fi
6	Critical Parent	Te	Fe	Fe	Te	Se	Ne	Se	Ne
7	Trickster	Fi	Ti	Ti	Fi	Ni	Si	Ni	Si
8	Devilish / Transformative	Ne	Ne	Se	Se	Fe	Fe	Te	Te

Understanding the Roles (Archetypes)

We all play different roles in life. Sometimes father, mother, child, brother, sister, teacher, student. Your functions have 8 different roles to play.

Function 1) Hero / Heroine Role

Your strongest function will be in the hero / heroine role. This is how you "save the day." This is your dominant cognitive function.

When life calls on you to save the day, you will call on, and depend on your dominant function.

If you look at your life, at a time that you made the most progress, or you did something really significant, where you had to work hard at it, but you succeeded, it was your hero function doing the heavy lifting and saving the day for you.

Function 2) Auxiliary / Supportive / Parent Role

This is your second strongest function. It supports your Hero function. It's helpful to think that together the first two functions account for ~ 90% of your personality.

It's called the "Parent" function because it's used in a helping, positive, supportive way.

According to John Beebe, the Jungian Analyst who expanded Carl Jung's work of the 8 function model, when you reach out to help someone, it's your second function that you start with.

Function 3) Tertiary / Relief Role / Eternal Child

Whichever function falls into the 3rd position, the "Relief Role," will be the one that is almost always weak and troublesome.

It does not develop until mid life. Because of this it gets very little exercise and very little practice. Thus if you are called to use this function in your teens or mid twenties, you will fall flat on your face.

You won't be able to count on this function as you do your top two functions.

Psychologists suggest that you should get to know your tertiary function in a relaxed, playful, recreational, stress free manner. Thus it's called the "Relief" function.

Function 4) Inferior / Aspirational Role

Whichever function falls into the 4th position, will also be weak for you but it holds something special as the name "Aspirational" indicates.

Whichever function falls here, describes what you aspire to.

Yes, early on in life, using your 4th function is a source of weakness, maybe failure, maybe even shame. You probably can not perform the skills and tasks that are normally associated with this function.

But you will find great satisfaction and maybe even breakthroughs, from periodically trying to exercise this function.

In particular, the 4th function is considered the doorway to the unconscious. It's through using this function in a low pressure, low stress, friendly way that you can tap into the unconscious and all the energy and creativity that is stored there.

So make sure you keep trying to use your 4th function. It will help you become all you can be.

Function 5) Opposing Role

Your 5th function is used mainly as a defense. It's how you might become stubborn, uncooperative, unfriendly, rude, or obstructive.

So look at the fifth function for your 4 letter type. See what it is all about, and ask yourself if that is not how you become defensive, stubborn etc.

Function 6) Critical Parent Role

We all have experienced a critical parent in our lives. It's when a parent tells you that you are doing something wrong or you are doing something poorly.

The critical parent is a voice in your head that will cause you to criticize yourself and others.

Whichever function falls into this position will determine the flavor of your self criticism.

Function 7) The Trickster Role

Which ever function falls into the 7th position will cause you grief throughout your life.

The role of the trickster is to deceive and distort what you experience, or think you experience.

Mike Shur the Assessment Specialist and personality type expert describes the 7th function as walking through the fun house at a carnival. This is the room full of mirrors that stretch you and distort you, making you taller and thinner than you really are.

You will most often experience the 7th function when you are stressed or under pressure, or overly tired. You can not trust your perceptions or judgments when your 7th function is in charge.

You will see things and believe things that are not real. You will put yourself or others in a double bind situation, which forces people to lose.

People describe it as being in the grip of their 7th function.

Function 8) Demonic / Transformative Role

Which ever function falls into the 8th position describes how you are when you are the most destructive. Thus the term "Demonic Role."

The 8th function can also be transformative, propelling you to greater personal growth and maturity.

But most often, when a situation calls for you to use your 8th function, it's not going to be pretty.

Your Strengths, Weaknesses and Blind Spots

The strongest function is called your dominant function and it usually is well developed by age 13.

The second strongest function is called your auxiliary / supportive function. It supports your dominant function. It usually develops by age 21.

Together your dominant and auxiliary function probably describe 90% of your personality type, on a good day. So you almost don't need to know about the other 6 functions.

Except that knowing those other 6 functions will show you where you are the weakest, where you have blind spots, and where you will experience the most personal growth as an adult.

Your 3rd function is known as your tertiary function. It's never going to be all that strong that you can depend on it, but you will probably find that activities that use your 3rd function will be very relaxing and recreational for you.

Your 4th function is called your inferior function for a reason. It's a weak area for you. However, it also represents the area for maximum personal growth.

The 4th function is said to be the doorway to your unconscious. The unconscious is actually where all of our energy comes from. It is full of new potential. So for growth you want to open the door and let some of it come out. Activities that involve your 4th function will open the door.

Lets look at an INTJ for example. Their 8 functions are listed below in what is known as the Beebe Model, after John Beebe, noted Jungian Analyst. (<http://www.careerplanner.com/MB2/8-CognitiveFunctionsChart.cfm>).

	Role	INTJ
1	Dominant (Hero / Heroine)	Ni
2	Auxiliary (Supporting, Good Parent)	Te
3	Tertiary (Relief, Eternal Child)	Fi
4	Inferior (Aspirational, Soul/Spirit)	Se
5	Opposing	Ne
6	Critical Parent	Ti
7	Deceiving / Trickster	Fe
8	Demonic / Angelic	Si

Dominant Function (Role = Hero)

For the INTJ, the dominant function is Ni.

A person's dominant function is their strongest and most well developed.

When the dominant function for a person is introverted, that person behaves as an introvert. Conversely, when a person's dominant function is Extraverted, they behave as an extravert.

Please note that for introverts, their auxiliary function is much more visible and easily recognized by themselves and by others. This is because their dominant function is introverted and hidden from the outside world.

When you first meet an introvert, what you are seeing is their 2nd function, because they will hold back showing your their dominant function until they trust you. Thus its harder to get to know introverts.

For this reason, when introverts take an 8 function assessment, the scores for their auxiliary function might come out higher than the scores for their dominant function.

Whichever function is your dominant is also known as your "hero" function because for you personally, this is the function that saves the day. This is the function you know you can depend on.

Your dominant function is fairly well developed by age 13 - 16. In fact for most people it will be the only function developed at this early age

Auxiliary Function (Role = Support, Good Parent)

Your auxiliary function is your second strongest function.

Your auxiliary function develops by age ~ 21.

The dominant and auxiliary work together and support each other, and they account for ~90% of a person's personality type at age 21.

The dominant and auxiliary functions meld together and it's difficult to tell them apart.

For the INTJ, the auxiliary function is Extraverted Thinking (Te).

When you reach out to help people, you do it first with the auxiliary function and then the tertiary function.

So look at times you try to help people. You are most likely using your second function. So when an INTJ tries to help people, what first comes out is the Te, which might look like help in organizing the real world, making sense of the world, scheduling, planning, setting goals and other aspects of Te.

Tertiary Function (Role = Relief, Eternal Child)

The 3rd function develops in mid life but will never be as strong as the first 2 functions. For most people, the tertiary function will always be weak. It's something you can not depend on.

In mid life it does add its characteristics to the dominant and auxiliary.

For INTJs the 3rd function is Introverted Feeling (Fi).

For the INTJ, the Fi helps them empathize with others. INTJs can be cold and distant until Fi develops. Then they might become more sensitive to other's feelings. The INTJ might even want to spend time helping people, either by coaching, or volunteer work. Something that was unthinkable in the INTJs early life.

When you reach out to help someone, you first offer the help of your auxiliary function and then you bring in the tertiary function, which as we pointed out may not be all that well developed and dependable.

For the INTJ, the Introverted Feeling (Fi) will be called upon along with the Extraverted Thinking (Te).

The Inferior Function (Role = Aspirational, Soul/Spirit)

The 4th function is called "Inferior" because it is. It's never going to be something you can fully depend on, yet it does have a positive influence.

It's also called the Aspirational role, because it represents an area for personal growth. It's an area you hope to become better at.

The 4th function is also considered to be the doorway to the unconscious, which is full of energy and potential. Thus by accessing your 4th function you can tap into the energy, creatively of your unconscious.

For INTJs, the inferior function is Extraverted Sensing (Se).

Doing Se type activities will help the INTJ relax and access the energy and ideas in their unconscious.

Se type activities would be hiking, jogging, riding a bicycle, photographing nature, cooking, oil painting, playing a musical instrument. All things where the 5 senses are used.

When doing Extraverted Sensing activities, in a low stress, zero pressure way, the INTJ can open up a connection to the unconscious.

The 4th function will never be that strong. The INTJ would not want to have to depend on the Extraverted Sensing to earn a living. Like the 3rd function, it's more for relaxation, recreation, and self growth..

The last 4 functions are in the unconscious.

This means you have no control over them. They are weak and undeveloped from lack of use.

When you need one of them, they usually let you down or cause trouble for you.

Please understand that looking at functions 5 through 8 is considered fairly advanced, and you don't need to go that far to get a lot out of personality type. Many people who encounter personality type don't even bother with these Shadow functions.

5th Function - The Opposing Function

Whichever function falls into the 5th position is one where you will become stubborn about. For the INTJ example, the 5th function is Extraverted Intuiting. For the INTJ, they might resist doing Ne activities. If they do it, they might not enjoy it.

Ne activities would include exploring the seemingly random connections between things, brain storming for hours, talking about a wide range of possibilities for the future.

6th Function - The Critical Parent (Witch / Senex)

The 6th function is the one where you will become overly critical of yourself and others. Also, it's going to be something you are weak at. It will require a lot of extra energy to perform this function.

For the INTJ, the 6th function is Introverted Thinking (Ti). Introverted Thinking activities are things like accurately categorizing ideas and concepts, detailed analysis, using complex theories in a detailed precise way, recalling the proper terminology or name for something, creating new terminology, new categories, new theories.

7th Function - The Deceiver / Trickster

The 7th function is also very weak. But it has a special feature in that when you do need to use this function, it's going to distort everything you see and think.

So for the INTJ, their 7th function is Extraverted Feeling (Fe) which has to do with connecting with groups of people, reading people, understanding people's emotions and hidden agendas.

Most INTJs will tell you that they are relationship challenged. They are not good at reading people. They have a tough time connecting with people. Their relationships can get highly distorted and confused.

8th Function - Devilish and Destructive

The 8th cognitive function is the Devil and the Destroyer. Whatever function falls into this position for you will not only be something so weak that you can't count on it, but that it will cause you to do things you will regret later.

For the INTJ, their 8th function is Introverted Sensing (Si). Si activities that the INTJ will probably have trouble with are: accurately recalling events from the past, recalling details like faces, names, dates, and numbers. Handling and working with details will also be hard.

References

Cognitive functions is the work of Carl Gustav Jung. However a number of people have expanded on his work and made it more accessible to the average person:

(Note: John Beebe has done more for cognitive function theory than anyone else since 1990. Most of the current theory comes from John.)

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[ie=UTF8&camp=1789&creative=390957&creativeASIN=0983365717&linkCode=as2&tag=careerplanningco](http://www.amazon.com/gp/product/0983365717/ref=as_li_ss_tl?ie=UTF8&camp=1789&creative=390957&creativeASIN=0983365717&linkCode=as2&tag=careerplanningco)) goes through each function in great detail.

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Cognitive Style Inventory©
 most recent revision 12/12/06 - *Ross Reinhold, INTJ*
www.PersonalityPathways.com

Determining one's natural Myers Briggs Personality Type is frequently complicated by our life-long learning experiences. The classic question is: "Am I this way because I learned it or is this just the way I am?" In reviewing the comparisons in our inventory, you may find yourself drawn equally to opposing personality preference choices. In such cases I suggest you try to think back to **how you were** before the age of 12 or even younger if you can recall. The rationale for this suggestion is the fact that by the time we are 3 years old, the core of our cognitive organization is well-fixed. . . although the brain continues to allow some plasticity until puberty.

After the onset of puberty, our adult learning begins to overlay our core personality - which is when the blending of *nature* and *nurture* becomes more evident. For some people, this "learning" serves to strengthen what is already there, but with others it produces multiple faces to personality. Discovering or rediscovering this innate core of yourself is part of the journey of using personality types to enrich your life. Each of the four questions of the CSI inventory has two parts. The first part is a general description of the preference choices. The second part is a list of paired statements. Use **both** parts to form your opinion on your more dominant preference.

Q1. Which is your most natural energy orientation? Every person has two faces. One is directed towards the **OUTER** world of activities, excitements, people, and things. The other is directed inward to the **INNER** world of thoughts, interests, ideas, and imagination. While these are two different but complementary sides of our nature, most people have an innate preference towards **energy** from either the OUTER or the INNER world. Thus one of their faces, either the *Extraverted* (E) or *Introverted* (I), takes the lead in their personality development and plays a more **dominant role** in their behavior.

Extraverted Characteristics	Introverted Characteristics
<ul style="list-style-type: none"> • Act first, think/reflect later • Feel deprived when cutoff from interaction with the outside world • Usually open to and motivated by outside world of people and things • Enjoy wide variety and change in people relationships 	<ul style="list-style-type: none"> • Think/reflect first, then Act • Regularly require an amount of "private time" to recharge batteries • Motivated internally, mind is sometimes so active it is "closed" to outside world • Prefer one-to-one communication and relationships

► Choose which best fits: Extraversion (E) Introversion (I)

Q2. Which way of Perceiving or understanding is most "automatic" or natural?

The **Sensing** (S) side of our brain notices the sights, sounds, smells and all the sensory details of the **PRESENT**. It categorizes, organizes, records and stores the specifics from the here and now. It is **REALITY** based, dealing with "what is." It also provides the specific details of memory & recollections from **PAST** events.

The **Intuitive** (N) side of our brain seeks to understand, interpret and form **OVERALL** patterns of all the information that is collected and records these patterns and relationships. It speculates on **POSSIBILITIES**, including looking into and forecasting the **FUTURE**. It is imaginative and conceptual.

While both kinds of perceiving are necessary and used by all people, each of us instinctively tends to favor one over the other.

Sensing Characteristics

- Mentally live in the Now, attending to present opportunities
- Using common sense and creating practical solutions is automatic-instinctual
- Memory recall is rich in detail of facts and past events
- Best improvise from past experience
- Like clear and concrete information; dislike guessing when facts are "fuzzy"

Intuitive Characteristics

- Mentally live in the Future, attending to future possibilities
- Using imagination and creating/inventing new possibilities is automatic-instinctual
- Memory recall emphasizes patterns, contexts, and connections
- Best improvise from theoretical understanding
- Comfortable with ambiguous, fuzzy data and with guessing its meaning.

▶ Choose which best fits:



Sensing (S)



iNtuition (N)

Q3. Which way of forming Judgments and making choices is most natural?

The **Thinking** (T) side of our brain analyzes information in a **DETACHED**, objective fashion. It operates from factual principles, deduces and forms conclusions systematically. It is our logical nature.

The **Feeling** (F) side of our brain forms conclusions in an **ATTACHED** and somewhat global manner, based on likes/dislikes, impact on others, and human and aesthetic values. It is our subjective nature.

While everyone uses both means of forming conclusions, each person has a natural bias towards one over the other so that when they give us conflicting directions - one side is the natural trump card or tiebreaker.

Thinking Characteristics

- Instinctively search for facts and logic in a decision situation.
- Naturally notices tasks and work to be accomplished.
- Easily able to provide an objective and critical analysis.
- Accept conflict as a natural, normal part of relationships with people.

Feeling Characteristics

- Instinctively employ personal feelings and impact on people in decision situations
- Naturally sensitive to people needs and reactions.
- Naturally seek consensus and popular opinions.
- Unsettled by conflict; have almost a toxic reaction to disharmony.

▶ Choose which best fits:



Thinking (T)



Feeling (F)

Q4. What is your "action orientation" towards the outside world?

All people use both **judging** (thinking and feeling) and **perceiving** (sensing and intuition) processes to store information, organize our thoughts, make decisions, take actions and manage our lives. Yet **one** of these processes (Judging **or** Perceiving) tends to **take the lead** in our relationship with the **outside world** . . . while the other governs our inner world.

A **Judging** (J) style approaches the outside world **WITH A PLAN** and is oriented towards organizing one's surroundings, being prepared, making decisions and reaching closure and completion.

A **Perceiving** (P) style takes the outside world **AS IT COMES** and is adopting and adapting, flexible, open-ended and receptive to new opportunities and changing game plans.

Judging Characteristics

- Plan many of the details in advance before moving into action.
- Focus on task-related action; complete meaningful segments before moving on.
- Work best and avoid stress when able to keep ahead of deadlines.
- Naturally use targets, dates and standard routines to manage life.

Perceiving Characteristics

- Comfortable moving into action without a plan; plan on-the-go.
- Like to multitask, have variety, mix work and play.
- Naturally tolerant of time pressure; work best close to the deadlines.
- Instinctively avoid commitments which interfere with flexibility, freedom and variety

▶ Choose which best fits:



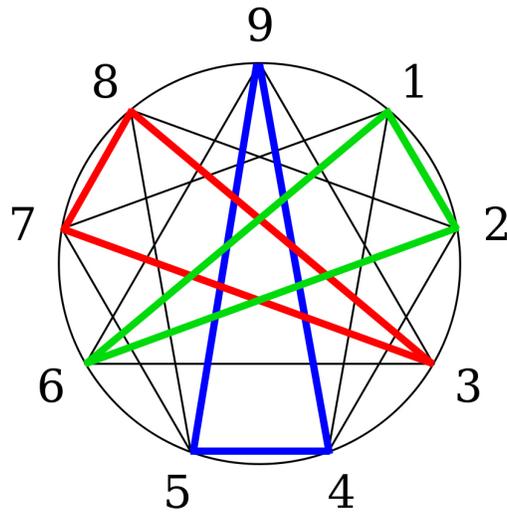
Judging (J)



Perceiving (P)

Your 4 Personality Type Letters

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Common Enneagram Questions

How can only nine different types describe everyone?

How can people of the same type look and be so different?

Don't type labels just put us in a box?

Do people ever change their type? Does our type change as we grow and evolve?

I've narrowed it down to two or three possibilities, but can't decide which type I am. How do I decide?

I think my friend is one type but she thinks she's a different type. How do we figure out which one is right?

My friend wants me to tell him what type he is. I think it's obvious, but is it okay to tell him?

How can I use the Enneagram to help my relationship with my partner?

Where did the Enneagram symbol come from? What does it mean?

What are wings?

What do the lines and arrows mean?

Why are some points connected on a triangle and the others on a star?

What influences how we experience the world besides our type?

Do some types get along with each other better than other types?

Are some types better than others?

Will knowing about the Enneagram help me change my type?

How important are subtypes in my daily life and in relationships?

Do many organizations use the Enneagram in their management? If so, how?

How can only nine different types describe everyone?

Human beings are wonderful and complex. From ancient times to modern psychology, people have used typologies and diagnostic models to understand themselves and one another. Some systems have 4, 5 or 16 types. With the Enneagram we see nine basic personality types, or character structures, which also are described in psychology. Traditional psychology has focused more on the problems that people face. The Enneagram talks about both the problems and the strengths of each personality type to create a more balanced view, and it brings together these nine basic types in a unified system. There are many ways to describe people, but the Enneagram suggests that there are nine primary ways of seeing the world, and nine major styles in relationship.

How can people of the same type look and be so different?

The Enneagram describes nine types based on our inner concerns and motivation. We don't always know someone's type from external behaviors. Yet there is a common theme among people of the same type, which we can hear on type panels or with type groups, even though there are big variations. For example, every Enneagram type can be either introverted or extroverted. And there are many differences, at least on the surface, which come from our family background and culture. Finally, there are other factors within the Enneagram itself that influence how we express our type – see questions about [subtypes](#), [wings](#) and [lines](#) below.

Don't type labels just put us in a box?

It's a problem when people use the Enneagram to stereotype, and we don't want to put people in a box. People are more than their personality. Each person has a unique, essential self that cannot be categorized. But personality falls into predictable patterns, so knowing our Enneagram type helps us to get "out of the box" of our automatic patterns and habits.

Do people ever change their type? Does our type change as we grow and evolve?

We don't change our basic type, which is so fundamental to our way of being in the world, but we can change and grow throughout our lives. In this way, our type structure becomes much more flexible. Instead of being stuck in automatic patterns we have more access to our own strengths and abilities, plus we can learn how other types see the world and broaden our own point of view. Our behavior changes as we work on ourselves and evolve.

I've narrowed it down to two or three possibilities, but can't decide which type I am. How do I decide?

One challenge with the Enneagram is that no questionnaire or test can tell you exactly what type you are. For example, Dr. David Daniels' Essential Enneagram test gives a result in terms of percentages, based on research and scientific probabilities. Discovering your type requires a process of self-exploration and self-awareness, sometimes aided by feedback from people who know you well. This can take time, but it's a worthwhile journey. We have parts of different types within us, but we can still look for central theme. Each type has a particular way of seeing the world – a habit of attention – and a specific emotional habit that is different than the other personality types. Identifying these key habits may take time, reflection and more study. We recommend attending a panel workshop to hear all nine types talk about their direct experience. Books are great, but watching type representatives share their stories supports learning not only with the mind, but also the heart and body.

I think my friend is one type but she thinks she's a different type. How do we figure out which one is right?

We can benefit from feedback from our friends, but ultimately each person has to make their own decision based on knowing oneself from the inside. In the meantime, don't worry about who is

right. Disagreement is common, but eventually the “right” type will emerge over time. What’s important is to stay friendly within the conversation.

My friend wants me to tell him what type he is. I think it’s obvious, but is it okay to tell him?

The Enneagram is a powerful tool for self-discovery. It’s fine to give your opinion, as long as you are clear that it’s an opinion, and he needs to check it out for himself. And make sure that you point out that no type is any better or worse than another, they’re just different! People who have worked with the Enneagram for many years know that even though a person’s type seems obvious to us, we’re not always correct. So it’s best to be careful with our opinions.

How can I use the Enneagram to help my relationship with my partner?

One of the greatest gifts of the Enneagram is helping us to have better relationships at home and at work. When we understand our own type, we can learn about our patterns of reactivity and how to manage these with self-awareness and practice. This is a huge help! It also shows us how we can become more present and loving in all three of our centers: head, heart and body. When we understand our partner’s type, we realize that they have a different, but equally valid, way of seeing the world, with their own underlying concerns and emotional issues. We don’t take things so personally, and we can work toward feeling deeper empathy with a partner.

Where did the Enneagram symbol come from? What does it mean?

We don’t know where the symbol came from originally. What we do know is that for thousands of years, scholars and philosophers have used number sets to organize information about people and nature. In many religious traditions, the number nine has been used to signify the different aspects of Divine Presence. Many of the Enneagram’s central ideas can be found in the work of Christian, Sufi and Jewish monastics. The first published Enneagram appears in the writings of Ramon Llull, a Franciscan monk who in 1305 CE used the diagram to describe the nine “Dignities of God,” which we know today as the nine “passions and virtues.”

The modern Enneagram has been developed in the past century by teachers of human development, such as George Gurdjieff, who brought the system and its teaching to Europe, and Oscar Ichazo who created the original map of nine human types. Since the 1970s, the Enneagram has been developed as a modern psychological system by Claudio Naranjo, MD, and other psychologists in California, including Helen Palmer and David Daniels, MD. Loyola University in Chicago also was an early center of Enneagram work, where Catholic clergy and lay people such as Don Riso and Jerome Wagner began learning and teaching. The Enneagram continues to develop through the efforts of many people worldwide who are creating new insights and new applications for personal, spiritual and professional development.

What are wings?

Around the circle of the Enneagram, we find ourselves between two neighboring points. These are often called the wing points, and they have a strong influence on our own experience. We have both wings, but most people can identify a predominant wing, which is part of our personal style and creates some of the variations between the types. For example, a Type Nine with a strong Eight wing will appear more Eight-like in style (grounded and assertive), while a Nine with a strong One wing may look more like a Type One (organized and correct). However, they still have the basic Type Nine personality structure. The wings can serve as resources to moderate or empower our own type, but also can create their own challenges when we fall into the low side of this neighboring type.

What do the lines and arrows mean?

The Enneagram seems to hold some intelligence within the diagram itself. We are connected on the inner lines to several other types, and we can move to these types under different conditions. The forward arrows indicate a direction or movement (3-9-6-3, 1-4-2-8-5-7-1) to what is called our “stress point,” which means that under certain kinds of stress, we may find ourselves experiencing more of the feelings and patterns of this other personality type. This isn’t necessarily a bad thing; having the experience of this type also can be a resource for us. For example, a Type Six may travel to Three and move more quickly into action; a Type Seven can travel to One and become more focused and organized. But it will be stressful if we stay there too long.

In the other direction (3-6-9-3, 1-7-5-8-2-4-1) we move toward what is called our “security point” or “heart point.” This may happen when we feel safe and secure, as in a close relationship, or when we are engaged in deep personal growth and our type structure relaxes. This is usually a positive experience, allowing us to integrate some of qualities of our security point, which can balance and mediate our own type. But we also may encounter new challenges at this point.

The theory is useful since it describes different states and experiences as we travel to our connection points on the Enneagram, but each person needs to see how this works in their own experience. The patterns are there, but we don’t always fit the pattern completely.

Why are some points connected on a triangle and the others on a star?

There are two overlapping diagrams inside the Enneagram itself. The triangle connects points 3, 6 and 9. This is called the “Law of Three,” which illustrates three forces present in all actions or events: affirming or initiating force at point 3, resisting or developing force at point 6, harmonizing or reconciling force at point 9. We also can talk about this as thesis, antithesis and synthesis. In religious traditions, we may find this described as the Trinity.

The other internal diagram is a hexad (group of six), which connects the points 1-4-2-8-5-7 with its own flow pattern. This illustrates the “Law of Seven,” indicating the necessary steps for accomplishing tasks or projects, and their interconnections. Some people use the diagram and its two flow patterns for what is called the “Process Enneagram,” which can help organize major projects and systems within an organization. Various books written about the Enneagram explain how it expresses the “natural laws.” In our work with Enneagram types, we are interested in the theories about the symbol and the lines, but are mostly concerned with what is practical and useful for our own personal development.

What influences how we experience the world besides our type?

There are many influences in addition to our Enneagram type, including our culture, family of origin, body type, and so on. This is why so many differences are found among people who are the same Enneagram type. A basic neurobiological pattern is inherent to each type, but developed further by our early childhood circumstances and the need to adapt to new social environments as we grow older.

Do some types get along with each other better than other types?

There are predictable patterns for how the types connect well, and how they run into problems. Helen Palmer describes the 45 type combinations in her book, *The Enneagram in Love and Work*. Some type combinations may have easier relationships at first, but run into problems later. Other types will encounter more difficulties at first, yet establish a better relationship over time by working through conflicts. Is it better to relate to people who are more like us or to people who are different? There are benefits either way. The main point is that every combination of types can do well if we are willing to work on ourselves.

Are some types better than others?

Sometimes we think our type is best! Or our type is worst... The truth is that every type is wonderful and every type is difficult at times. We are all equal in this way. All nine types are beautiful expressions of the human spirit.

Will knowing about the Enneagram help me change my type?

The goal is not to change our Enneagram type, but to develop our strengths and talents through self-awareness and personal growth. We all need a personality or ego structure to function in the world. The inner work is to know ourselves at a deeper level where we are more than our personality or ego. For people on a spiritual path, freeing oneself from ego opens the door to a greater presence or connection with the Divine. It's a big help to know how our ego, or personality type, gets in the way.

How important are subtypes in my daily life and in relationships?

Very important! Learning about the instinctual subtypes shows us how we use our three major instincts in daily life. Our self-preservation instinct expresses our relationship to material security, food, warmth, home and family. Our social instinct shapes our friendships and our participation in groups and our community. Our one-to-one instinct fuels our personal vitality, sexuality and intimate relationships.

The Enneagram suggests that although we have all three instincts, one of these is more important in determining where we spend much of our time and attention in daily life. Each personality type has three variations, or instinctual subtypes. So there are 27 subtypes that help us understand our path in life: What are the people, places and projects that are most important to us? Where do we invest our time and energy? How do we participate in work, home and the community? What do we need to feel secure? What is the role of instinct and emotion? In our significant relationships, subtype differences (or similarities) can be as important as personality type!

Do many organizations use the Enneagram in their management? If so, how?

It's impossible to track which organizations use the Enneagram around the world. But the answer is many, and more all the time, from major corporations to small companies and nonprofits. The Enneagram has proven its value for leadership development, communication skills, conflict management and mediation. Knowing your Enneagram type provides specific feedback about how you can develop your practical skills in the workplace. It also helps people reduce unnecessary conflict and build bridges to cooperation and greater effectiveness as a team or work group. An Internet search for the Enneagram in business will show trainers, consultants and coaches in many countries who use the system with managers and leaders.



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COLLABORATIVE CONFLICT RESOLUTION PRACTICE IN HARMONY WITH THE ENNEAGRAM

Consider using this information when you are debriefing with colleagues or clients, especially if there has been some conflict, or if you must give or receive negative feedback.

Points to keep in mind:

- Become as familiar as you can with your own Enneagram type. Read widely and explore online resources.
- If you find yourself getting triggered with other people, use the experience to learn more about yourself. Debrief with yourself about how you responded by exploring whether your reaction was “true to type.” Learn to recognize sooner how you respond to typical triggers before the interaction becomes difficult.
- With professional colleagues, experiment with asking them directly to give their feedback to you in ways that your Enneagram type typically finds easier to accept. The information below will help you do that.
- You can know your own Enneagram type, but you don’t know anyone else’s type unless they tell you. Even so, as you get more conversant with the Enneagram you may have a sense of what another person’s Enneagram type might be. You can proceed “as if” that is her type, and see if your feedback is received more constructively when you do.

TYPE ONE

What to remember when giving feedback to Ones:

Ones are most likely already criticizing themselves internally, so be careful of sounding too critical as it may feel like you are “piling on” or being harsher than you really are. Ones can be over-responsible and overly focused on improving themselves, so it can help to include (and emphasize) positive feedback, reframe negatives in terms of positives where possible, and adopt a light attitude.

Do:

- Be specific and direct.
- Speak about behavior, using examples and observable data.
- Include positive feedback as well as constructive criticism. Make sure they are taking in the positives (they may filter out the good stuff and hear only the bad).
- Use logic. Be as rational and objective as possible.
- Speak in terms of desired results and outcomes.
- Make room for discussing intentions vs. impact (to help Ones avoid the sense of fault or blame—they nearly always have good intentions).
- Be accountable for your own mistakes.

Don't:

- Be overly critical or serious.
- Sound like you are making judgments about their overall character or motives.
- Give too much negative feedback without considering the positives.
- Be too emotional or too abstract.
- Make assertions without backing them up with evidence and examples.

For Type Ones to remember when receiving feedback:

Try not to take criticism too much to heart. Work on really hearing the positives to offset your tendency to overdo both self-criticism and criticism of others. Remember you almost always have positive intentions, even if the impact turns out to be less than positive. See feedback as a learning experience, not a judgment on how well you are doing overall or on your integrity.

TYPE TWO

What to remember when giving feedback to Twos:

Twos focus on the status of relationships, seek approval from others, and may be especially sensitive to feeling hurt by criticism. It will be important to provide ample positive feedback and appreciation so that Twos can be more able to take in any constructive criticism. Focus on reinforcing the foundational quality of the existing relationship— make sure Twos know you like them, even if you are providing critical feedback.

Do:

- Be sure to affirm the Two and provide positive feedback when giving negative feedback.
- The “sandwich” technique works well with Twos—insert a piece of negative feedback in between two positive messages.
- Ask the Two how they are feeling after receiving the feedback and hear them out.
- Empathize with how the Two is feeling.
- Remind the Two it's not personal (if it's not personal).
- Offer positive alternative behaviors and fixes.
- Keep the focus on what your desired result looks like.
- Be gentle and considerate.

Don't:

- Focus too much on the negative.
- Deliver feedback without any regard for the emotions that might get stirred up for the Two.
- Offer feedback in front of other people.
- Underestimate the degree to which the Two might be hurt or offended.
- Dismiss their feelings.

- Be surprised if the Two expresses resentment or anger (in response to feeling hurt or stung)—if this happens, just hear them out.

For Type Twos to remember when receiving feedback from others:

Try not to take it personally. Differentiate between what's just business and what's personal. Make sure you really take in any positive messages. Understand it's natural to feel sensitive to criticism. Give yourself time to process feedback and your emotional response, without reacting in the moment. Afterward, get support from someone you trust to help you make sense of it and learn from it.

TYPE THREE

What to remember when giving feedback to Threes:

Threes will respond most to feedback that is tied to specific results and goals—what will add to the Three's effectiveness and productivity. Threes will be especially sensitive to any feedback that they think makes them look bad to others or introduces the possibility of the “f-word”—(failure).

Do:

- Frame feedback in terms of how to be successful getting things done, getting to the goal, or delivering an optimal result.
- Be direct and succinct.
- Avoid communicating critical feedback in front of others.
- Make feedback actionable, stating what specifically they can do differently.
- Be mindful of the Three's need to maintain a good image with you and others.
- Offer positive alternatives and say how what you suggest aligns with getting to their goal.

Don't:

- Make the Three look bad in front of others.
- Be overly focused on failure or what's not working without offering suggestions about how success can be achieved.
- Offer feedback expressed in an overly emotional way.
- Disregard the Three's focus on the goal and need to see a path to the goal.
- Slow them down or waste their time when giving feedback.

For Type Threes to remember when receiving feedback from others:

Slow down and listen carefully. Be conscious of any resistance to taking in feedback that may arise from a need to maintain a specific image or avoid the appearance of failure. Be open to learning from feedback and seeing others' point of view, especially if what you are hearing represents a challenge to your vision of the goal or task. Take time to consider how the feedback makes you feel at a deeper (emotional) level.

TYPE FOUR

What to remember when giving feedback to Fours:

Fours may receive feedback as more harsh or critical than it actually is – and hear it as further evidence of their inadequacy or unworthiness. They may be especially likely to have an emotional reaction to feedback, which they may or may not express. Depending on subtype, they may internalize it or may express their reaction. It will help Fours take in feedback if you make particular efforts to understand them—both before giving feedback and upon hearing or observing any responses they may have.

Do:

- Start by creating a basis of mutual understanding of the situation and the need to learn from it, if possible.
- Allow them time to express themselves.
- Hear them out and demonstrate empathy and a desire to understand their position and their feelings.
- Be authentic and honest.
- Share your own feelings, if appropriate.
- Highlight your positive feedback to help the Four avoid taking negative feedback too seriously.

Don't:

- Compare them to others. Fours often see themselves as unique.
- Dismiss their feelings, or the value of emotions in general.
- Misinterpret Fours' intentions based on your own (very possibly incorrect) opinion of what their intentions are.
- Overdo criticism or negative feedback.
- Forget to highlight what the Four did well or very well to work against Fours' tendency to focus on negative interpretations and not own their strengths.

For Type Fours to remember when receiving feedback from others:

Try to evaluate the feedback before taking it too much to heart—really look for what is of value. Make sure you aren't taking it more negatively than it was delivered. Note any emotional reactions and give yourself space and time to understand them. Remember that the people giving you feedback may not be as emotional or emotionally intelligent as you naturally are, so adjust your response accordingly. Breathe deeply to give yourself time in the moment to process your emotions.

TYPE FIVE

What to remember when giving feedback to Fives:

Fives cherish their own time, and will appreciate getting feedback according to an agreed-upon timetable: make an appointment, do it in private, do it briefly, and have a clear time limit. It helps to speak about facts and information using mental rather than emotional language. They will prefer receiving feedback in a rational way, without too much apparent or expressed emotion—the Five will not want to deal with others' emotions and may have difficulty taking in a feedback process that gets too emotional.

Do:

- Be clear and get to the point.
- Be rational and logical.
- Refer to information, data, and facts to support your claims.
- Communicate feedback to the Five and then leave them alone to think about it.
- Give the Five time to formulate a response if you need one.
- Specify any actions you would like the Five to take.
- Set a specific time and time limit for feedback discussion.

Don't:

- Include appeals to emotion or get emotional yourself (if you can help it).
- Surprise the Five with unscheduled feedback—Fives don't like surprises.
- Expect the Five to share personal information in response to feedback.
- Overwhelm the Five with a lot of different kinds of feedback all at once.
- Be dramatic

For Type Fives to remember when receiving feedback from others:

Share your thinking in response to the feedback, so people know how you are receiving it and integrating it. Fives may feel uncomfortable if feedback is delivered in an emotional way—so as a Five, you may have to work against the tendency to disappear or go silent in the face of a stressful encounter. Try to take in what is said, even if it's colored by emotion, and lean into your natural analytical strength to evaluate feedback objectively. Notice any emotional responses you have. Work to understand them and communicate them if possible, perhaps after taking time to reflect.

TYPE SIX

What to remember when giving feedback to Sixes:

Sixes will tend to look at the negatives in feedback more than the positives. They will sort for problems they can solve and threats to be addressed and may turn the conversation in that direction. They will want to ask questions in response to feedback, and it's good to welcome their questions. Like other types, they may take feedback as a sign of failure or inadequacy, but they will respond in ways particular to Sixes. If they display resistance or suspicion or excessively question what you say, it doesn't necessarily mean they aren't hearing your feedback or that they disagree with you.

Do:

- Be honest, forthcoming, and trustworthy.
- Speak in analytical, logical terms.
- Help them understand the feedback intellectually.
- Highlight problems to be addressed, but also provide reassurance when possible.
- Be receptive to any contrarian responses as the Six may need to test you or explore the full implications of the feedback.
- Point out opportunities for action and things that are working well in addition to any constructive criticism.
- Help the Six formulate an action plan to address feedback and fix problems.

Don't:

- Discourage questioning or pushback.
- Invalidate or dismiss the Six's fears.
- Engage in behaviors while delivering feedback that might make the Six lose trust in you or what you are saying, such as being unclear, dishonest, or impatient.
- Talk over or through their concerns.

For Type Sixes to remember when receiving feedback from others:

Others may view the Six as resistant or pessimistic, even if you are just asking questions to understand the feedback and develop a realistic plan to address it. Don't use critical feedback as a way to fuel your self-doubt. Give yourself time to think about the content of the feedback. Be aware of any fear or anxieties the feedback might inspire in you. Use active listening ("looping") to show you hear the feedback correctly.

TYPE SEVEN

What to remember when giving feedback to Sevens:

Sevens may appear lighthearted, but are far more sensitive than they let on. Sevens may respond to your feedback by making a joke or deflecting, but internally they can be shaken. Help them lean on their strengths to solve the challenges you are noting, and take the time to include positive data. Let them know what is working well in addition to what can be improved, so they can stay present to take in your feedback about what is not working.

Do:

- Share appreciation of their talents or gifts before giving criticism as a way to help the Seven be fully present.
- Ask what their underlying motivations or intentions were regarding the issue and suggest alternatives to accomplish those goals.

- Focus on the future and what can be done differently rather than focusing too much on what happened in the past that they can't change.

Don't:

- Assume the Seven isn't taking you seriously if they joke or deflect.
- Blame them for what is wrong without providing alternatives to correct it in the future.
- Devalue their need to have options and choices and to make things fun/enjoyable.
- Fail to allow them opportunity to explain their intention behind the actions.

For Type Sevens to remember when receiving feedback from others:

Stay present while receiving feedback by focusing on deep breaths. Ask questions to show you are curious and want to understand the other point of view. Recognize your jokes or deflection may create frustration in the other person. Share your ideas for how you might approach the situation differently in the future.

TYPE EIGHT

What to remember when giving feedback to Eights:

Be direct—don't "beat around the bush." They respect strength and they want to hear the truth, so communicate feedback in a straightforward, honest way. Don't hold anything back out of fear about how they might react; conflict is not a negative for Eights. Try to match their energy by adopting an assertive and confident attitude. Be open to hearing them out, even if the response feels conflictual—Eights respect people and develop trust through engaging in conflict.

Do:

- Be open, direct, and honest.
- Let them know the impact they have had on others without judgment (making them bad or being too harsh with them).
- Remember the negative impact that they have on others is likely a blind spot.
- Provide examples.
- Be gentle and kind in offering feedback, as it's important to keep in mind that Eights are sensitive, even though they may not show it.

Don't:

- Be scared of their response to feedback.
- Expect that they will get angry; Eights appreciate directness and when spoken to directly, they often don't feel the need to get angry.
- Assume they will respond with aggression.
- Forget to be compassionate and straightforward.

- Soft-pedal or avoid telling them the whole truth.
- Leave them out of the loop.
- Push them to be vulnerable.

For Type Eights to remember when receiving feedback from others:

Try to maintain an open mind. Listen fully. Try to be patient if the message is not clear at first. Remember that the person giving you feedback may be scared of you. Notice if what the person says makes you feel vulnerable in any way. Take time to think before responding or taking action on the feedback.

TYPE NINE

What to remember when giving feedback to Nines:

Nines don't like conflict, so it will be important to present the feedback in a way that helps them to stay open and hear what you are saying. Make an effort to connect with them on a personal level, and maintain a sense of connection and ease, as Nines tend to view feedback as equal to conflict, and they may fear conflict will lead to separation. It may take them more time than other types to formulate a response.

Do:

- Ask them often for their thoughts and opinions about the content of the feedback.
- Reassure them that everything is okay and harmony can be restored.
- Understand they may feel quite a bit more inside than they show on the outside.
- Make sure they explicitly buy in to any agreements.
- Adopt a friendly tone. Give them time to think about what you've said.

Don't:

- Present the feedback as conflictual.
- Express anger or disappointment while delivering the feedback.
- Overlook or forget to ask about the Nine's experience of what happened.
- Assume yes means yes when getting agreement on preferred future behavior.
- Make the Nine excessively uncomfortable.

For Type Nines to remember when receiving feedback from others:

Remember: feedback does not equal conflict, and conflict can strengthen relationships by improving situations that otherwise can give rise to disagreements. It's normal to feel uncomfortable hearing feedback—and learning to tolerate discomfort can be good for you. You can give yourself time to think about the feedback before you respond.

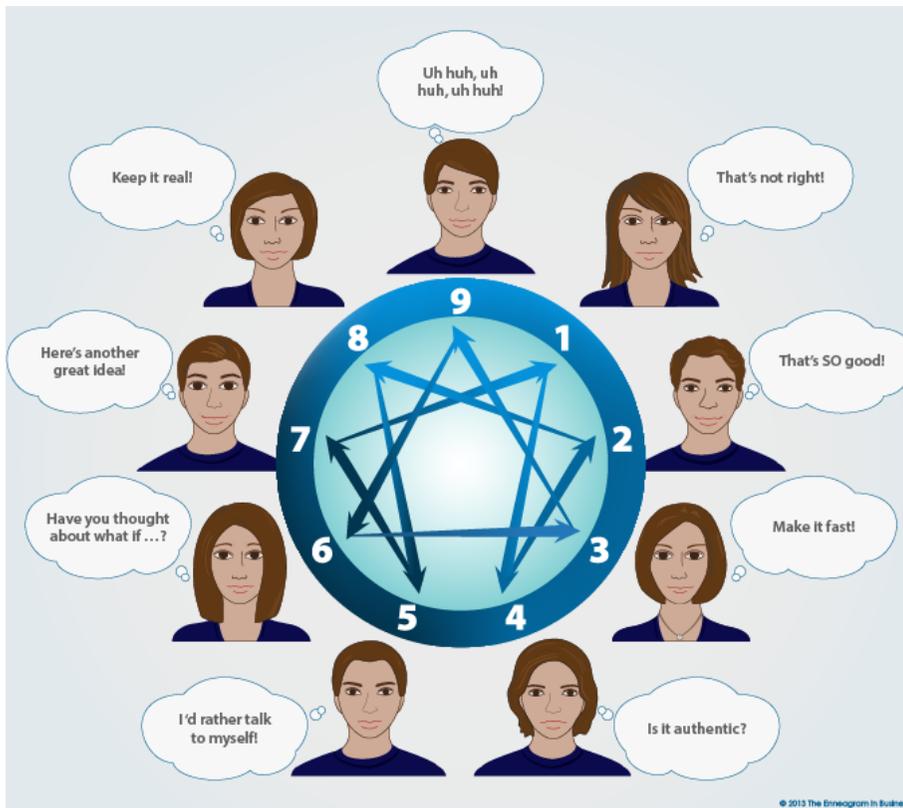


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Communication

Communication

How 9 Enneagram types perceive communication



Communication and the Enneagram

Eighty percent or more of communication is not the words we use, but the patterns of our speech and the non-verbal ways we communicate.

But communication is a 2-way street between the communicator and the listener, and communication always exists and is interpreted within a context – for example, the culture of the organization, region, or country; the tacit or explicit hierarchical structure; and the history of the individuals involved.

The Enneagram's communication application allows you to understand how communication styles develop from Enneagram types, with both strengths but also unintended distortions in both the sender and the receiver of communication. Even more, the Enneagram helps honor our communication strengths and minimize our communication distortions in order to be understood and to understand others more accurately.

Find out about the communication strengths, challenges and development tips for each Enneagram type.

Strengths

One

Cordial, polite, honest, thoughtful, poised, well-formulated opinions and ideas

Two

Listen carefully, offer assistance, ask questions, highly relational, compassionate

Three

Confident, clear, concrete, efficient, solution-oriented, enjoyable, straightforward

Four

Deep, intense, empathic, establish emotional resonance, non-superficial, curious

Five

Respectful, stimulating, interesting, non-intrusive, subtly amused, observant

Six

Complex, inviting, serious, questioning, witty and ironic

Seven

Light hearted, fast-paced, lively, engaging, tell exciting stories, upbeat, talkative

Eight

Candid, direct, authoritative, straightforward, action-oriented

Nine

Relaxing, open, affirming, supportive, establish rapport easily

Challenges

One

Easily irritated, use judgmental words such as *should* and *ought*, opinionated, visibly display displeasure

Two

Overly indirect or too direct, angry or complaining when tired or upset, offer unsolicited advice

Three

Impatient with lengthy discourse or emotional exchanges, angry when frustrated, not fully disclosing

Four

Overly intense, moody or remote, redirect conversation to self, using words like *I, me, mine*, frequently

Five

Reluctant to share personal information or feelings, controlled speech and body language, overly brief

Six

Overly reactive in responses, excessive skeptical questioning of others, become agitated or angry easily

Seven

Tell overly long stories, can be hard to follow in a linear sequence, become easily distracted, talk quickly

Eight

Commanding and demanding, challenging, dismissive, become deeply angry quickly

Nine

Low expression of feeling intensity, not forthcoming with own opinions or perspectives

Development tips

One

Be more aware of your body language and the message you communicate through non-verbal behavior

Two

Maintain a clearer boundary between you and the other person, express your feelings more directly

Three

Listen to others longer so that they feel heard, express yourself in a more completely genuine way

Four

De-intensify your need for deep connectivity with everyone, reduce self-referencing words and stories

Five

Ask more questions, share more personal information, worry less about intruding on others

Six

Question others' motives less, breathe before you react too quickly, trust your own insights more

Seven

Listen until others have completely finished what they are saying, tell fewer stories, ask more questions

Eight

Listen even to those whom you don't respect, explain your thinking and instinctual reactions more fully

Nine

Share your own thoughts and feelings sooner, recognize that your saying *uh huh* indicates agreement

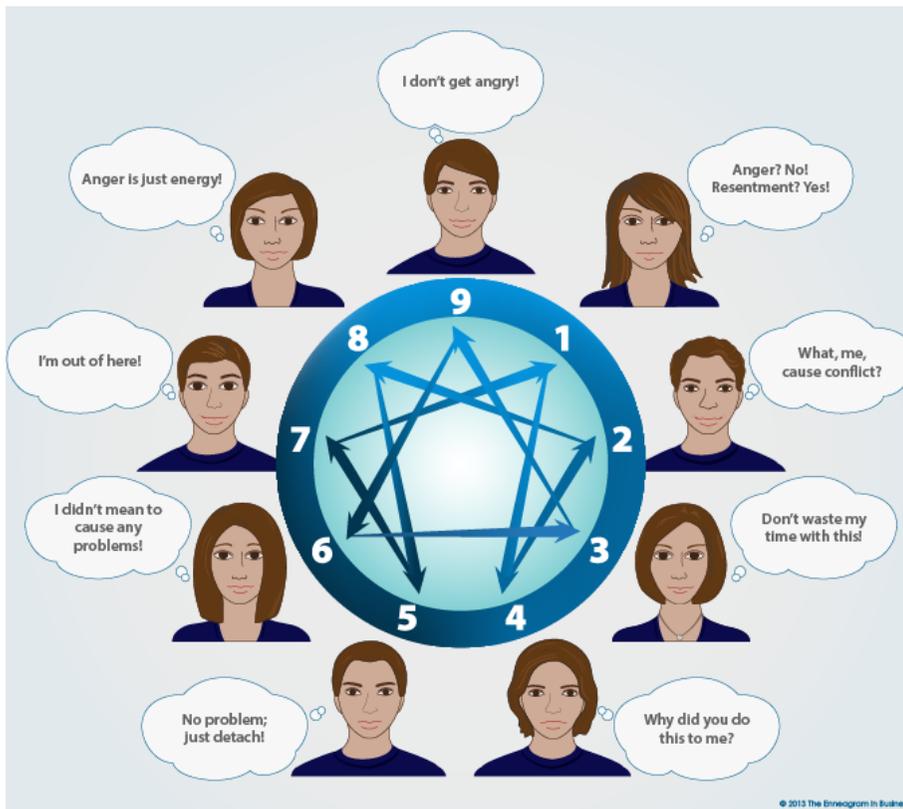


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Conflict

How the 9 Enneagram types perceive conflict and anger



Conflict and the Enneagram

Conflict is part of life at work and at home, and it can be used in productive ways. Too much conflict creates distrust and fear. Too little conflict can create a lack of innovation because people do not dare to

disagree. Conflict that goes unresolved gets swept under the rug, depletes energy, stalls forward momentum, and often appears masked as something else – for example, lack of engagement, passive aggressive behavior, and more.

The Enneagram's conflict application allows you to approach conflict in ways that minimize stress, increase self-development, reduce reactivity, create collaboration, and enhance productivity.

Find out about the conflict strengths, challenges and development tips for each Enneagram type.

Strengths

One

Willing to assert themselves and deal with the consequences, logical and pragmatic

Two

Empathic with others' feelings, can understand the feeling and thinking perspectives of others

Three

Take a problem-solving approach that is practical, action focused, and forward moving

Four

Can listen at length to the concerns of others as long as they are real and non-accusatory

Five

Resolve issues through logic, self-reflection, and inquiry

Six

Deep desire to get conflict resolved, handle complexity of feelings, facts and context, honest

Seven

Reframe conflict in ways that add new perspectives to the situation

Eight

Willing to go headlong into conflict when required and take the necessary time to fully resolve it

Nine

Skilled at mediating conflict between others through attentive listening and honoring all perspectives

Challenges

One

Can generate conflict through strong opinions or judgmental attitude, short-tempered and accusatory

Two

Become deeply angry and explosive when taken for granted or dismissed, deeply concerned that conflict will sever relationships

Three

Either implosive or explosive when angry at another, prefer to avoid intense conflict by diving into work

Four

Highly accusatory or withdrawn, extremely emotional when conflict involves them

Five

Withdraw and don't express concerns, dislike engaging in intense conversations involving conflict

Six

Become highly anxious during conflict, can also create it through challenging others' motives and actions

Seven

Avoid discussing conflicts with others, distract through jokes, change the subject, and reframe

Eight

Deep anger easily triggered, engage so intensely that others feel intimidated or overpowered

Nine

Out-of-touch with feelings of anger, anxious when others are upset with them

Development Tips

One

Be more open to alternative points of view, particularly when you disagree with someone

Two

Be less afraid of severing relationships when you or they are upset, get in touch with your distress earlier

Three

Explore your feelings more deeply and share them, don't take someone's being upset as a personal attack

Four

Control the internal stories you tell yourself about the impending conflict and simply talk to the person

Five

Be willing to explore your feelings in real time, explicitly ask for a time-out to explore your reactions

Six

Give yourself permission to be angry, recognize that some of your projections are true and some are not

Seven

Don't run away from yourself or others when conflict arises, express yourself instead and listen to others

Eight

Manage your expression of anger, recognize that your anger may be masking your sadness or vulnerability

Nine

Wake up to your anger, express your wants, desires, feelings, and needs more readily

FURTHER EXPLORATION

1. Conflict Styles:

- The [official website](#) for the Thomas-Killman Conflict Inventory contains links to many resources available for purchase, as well as to many free articles written by the authors of the inventory, which can be found here: <https://kilmanniagnostics.com/articles/>
- The TKI has been adapted for use in management consulting, using the same five styles first identified by Thomas and Killman. Consequently many versions of the Inventory can be found online, both free and for a fee, as well as research reports and much in the way of supplemental and explanatory resources. Some are simplistic and cute, e.g., <https://brentobannon.com/turtle-teddy-bear-shark-fox-or-owl/>, while others provide more nuanced information, e.g., <https://careerassessmentsite.com/tests/thomas-kilmann-tki-tests/about-the-thomas-kilmann-conflict-mode-instrument-tki/>

2. Myers-Briggs:

- Sondra S. VanSant, [Wired for Conflict: The Role of Personality in Resolving Differences](#).
- The official website for the Myers-Briggs system (which is strictly licensed) is www.myersbriggs.org. There, you can find basic information about the typology and applications. Here is a good place to begin: <https://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/>
- The online resources that offer free and freely-adapted versions of the MBTI run the gamut from nonsensical to informative and reasonably reliable. Caveat emptor. Here's one that might be useful: https://www.personalitypathways.com/type_inventory.html

3. Enneagram:

- The Enneagram in Business, <https://theenneagraminbusiness.com/>
- Beatrice Chestnut, [The Complete Enneagram: 27 Paths to Greater Self-Knowledge](#).
- You can get a vivid and practical sense of the nine Enneagram types by watching videos of nine "Enneagram Panels," recorded at The New School at Commonweal in 2018 and 2019. <https://tns.commonweal.org/podcasts/beatrice-chestnut-2/> Panels are a longstanding Enneagram teaching method. Typically, four to six people who have studied their own Enneagram Type quite deeply will gather in a panel to be interviewed by an experienced teacher. In the panels at the above link, the interviewer is Beatrice Chestnut. The focus is on what it is like to be that Enneagram type. The panelists are knowledgeable and can be quite articulate and funny.

4. Advanced Workshops and Trainings:

A description of of nearly twenty workshops available through the Integrative Law Institute can be accessed here: <https://tinyurl.com/ILI-Workshops>