



Enneagram Personality Test

TECHNICAL REPORT

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Background

The Enneagram Personality Test assesses a respondent's personality makeup by determining which of nine different types best represents their core drives, fears, and motivations. Each of the nine types has unique strengths, challenges, and typically behaviors.

This report describes the origins of the Enneagram model and the development of Truity's Enneagram Personality test. It provides descriptive statistics which support its reliability and validity as a measure of personality, and includes research into its predictive validity for use in the workplace.

Conceptual Origins and Relevance

The philosophical principles underlying the Enneagram are cross-cultural – drawing on psychological concepts, along with diverse origins in several different spiritual traditions around the world (Riso & Hudson, 1999). The modern development of the Enneagram is attributed to a South American philosopher named Oscar Ichazo in the 1960s. The theory was popularized more widely after psychiatrists Claudio Naranjo and John Lilly studied with Ichazo and further developed his ideas for clinical application. Since then, it has been adopted for use in clinical psychology, in faith-based communities, and in business settings (Alexander & Schnipke, 2020).

The fundamental idea underlying the Enneagram model is that personalities can be subdivided into nine interconnected 'types,' where each type is present within the individual to varying degrees. As such, individuals typically demonstrate dominant types that are thought to reliably predict and explain their behavior, particularly with respect to managing the stressors of life.

Recommended Use

Due to its relative complexity, the Enneagram has been considered a more in-depth model of personality than other popular tests. It also has a unique emphasis on personal growth and development, which makes it a useful option for human development in multiple settings (Zhou, 2023). Its significant presence in academic research compared with other personality models also lends weight to its validity as a theoretical construct (Alexander & Schnipke, 2020).

The Enneagram has been praised for its ability to pinpoint fears, weaknesses, and unconscious motivations, along with strengths. Thus it has been used to support personal development, spiritual practice and growth, life changes, and therapeutic intervention (Costello, 2024). Clinical professionals have applied to the Enneagram in order to treat addiction and provide family and couple counseling, for example (Matise, 2018). We recommend use of the Enneagram for personal reflection and growth, and for strengthening understanding of other people's talents, blind spots, unconscious beliefs, and fears.

We also recommend the Enneagram for use in organizational settings for the development of professional capacities, such as communication, leadership, critical thinking, and community building. Because it describes a range of emotions and behaviors, it may be especially useful in times of conflict, organizational change, or uncertainty. [Specific recommendations](#) from our analysis of Enneagram type and work values, satisfaction, and sentiments can be found at the end of this report.

The Enneagram is widely applicable, and contains enough depth and complexity for use in various settings.

Theoretical Framework and Development

As implied in the name, the Enneagram model is visually represented by the nine-point geometric figure or enneagram, typically inscribed in a circle.

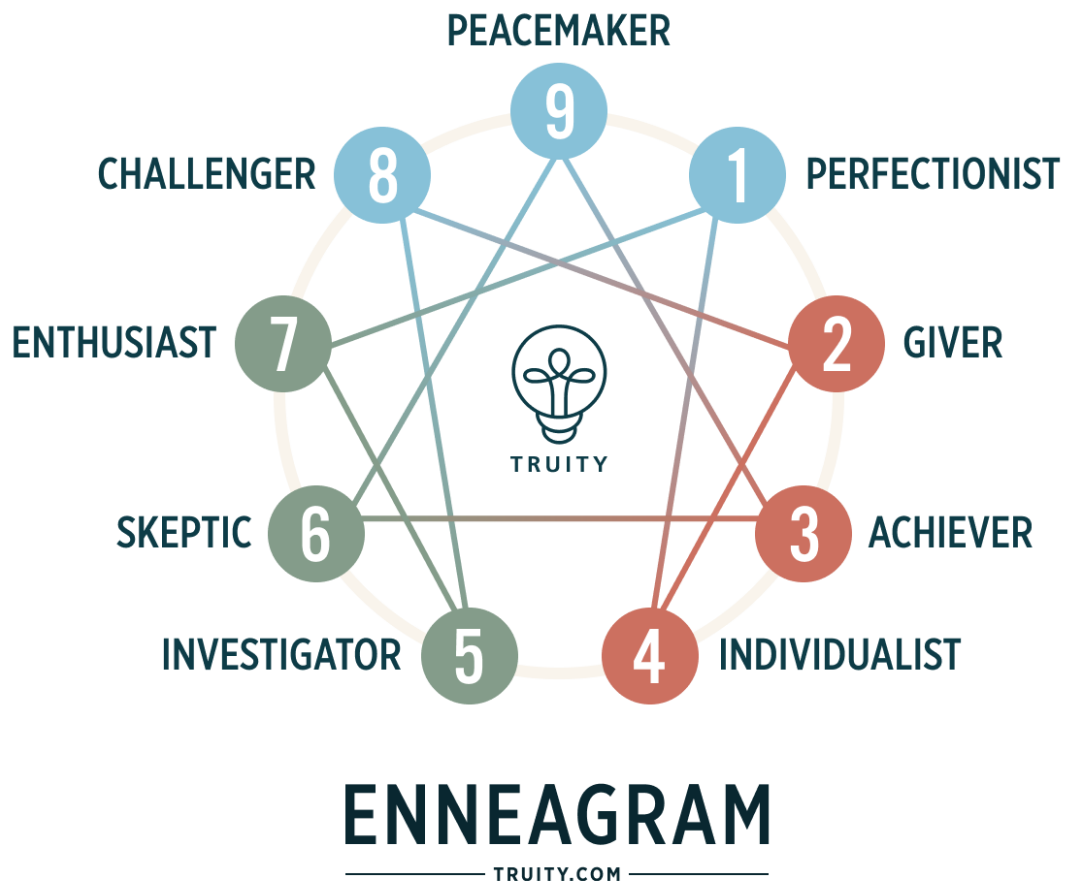


Image 1: The Nine Types of the Enneagram

According to the model, each of the nine types has a core belief about the world that shapes their thinking, values, emotions, and behaviors. The nine types are briefly described below:

Type One: The Perfectionist

Ones place a lot of emphasis on following the rules and doing things correctly. Type Ones fear being imperfect and can be extremely strict with themselves and others.

Type Two: The Giver

Twos want to be liked and find ways that they can be helpful to others so that they belong. This type fears being unlovable.

Type Three: The Achiever

Threes want to be successful and admired by other people, and are very conscious of their public image. Type Threes fear failure and not being seen as valuable by other people.

Type Four: The Individualist

Fours want to be unique and to experience deep, authentic emotions. Type Fours fear they are flawed and are overly focused on how they are different from other people.

Type Five: The Investigator

Fives seek understanding and knowledge, and are more comfortable with data than other people. The biggest fear of the Type Five is being overwhelmed by their own needs or the needs of other people.

Type Six: The Skeptic

Sixes are preoccupied with security, seek safety, and like to be prepared for problems. For the Type Six, the greatest fear is being unprepared and unable to defend themselves from danger.

Type Seven: The Enthusiast

Sevens want to have as much fun and adventure as possible and are easily bored. Type Sevens fear experiencing emotional pain, especially sadness, and actively seek to avoid it by staying busy.

Type Eight: The Challenger

Eights see themselves as strong and powerful and seek to stand up for what they believe in. The greatest fear of the Type Eight is to be powerless, so they focus on controlling their environment.

Type Nine: The Peacemaker

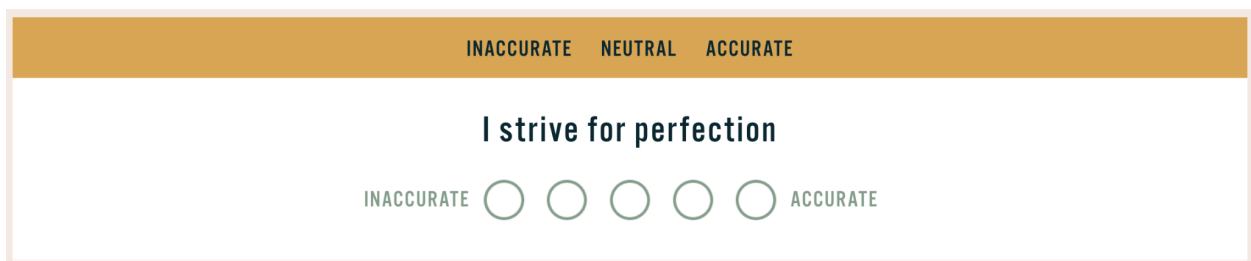
Nines like to go with the flow and let the people around them set the agenda. Type Nines fear pushing people away by prioritizing their own needs, and they tend to be passive.

Test Design

Truity's Enneagram personality test is a self-report assessment with 105 total items. It measures 21 personality traits such as "Optimism," "Assertiveness," and "Achievement." Five test items are used to measure each trait.

Test items present a series of statements, along with a Likert scale. In response to each statement, e.g. "I feel my emotions very deeply," respondents select among five Likert-scale options, from "Inaccurate" to "Accurate." The central option represents a "Neutral" response.

Image 2: Example Likert-Scale Item

The image shows a digital interface for a Likert-scale item. At the top, a solid orange horizontal bar contains the labels "INACCURATE", "NEUTRAL", and "ACCURATE" in white, uppercase letters. Below this bar, the statement "I strive for perfection" is centered in a bold, black font. Underneath the statement, there are five empty circular radio buttons arranged horizontally. The word "INACCURATE" is positioned to the left of the first button, and the word "ACCURATE" is positioned to the right of the fifth button. The entire interface is enclosed in a thin, light orange border.

INACCURATE NEUTRAL ACCURATE

I strive for perfection

INACCURATE ☐ ☐ ☐ ☐ ☐ ACCURATE

Reliability

There are many ways to measure the reliability of a psychological assessment. It is critical for personality tests to demonstrate internal consistency, and one of the most popular ways to assess this form of reliability is by determining a value known as **Cronbach's alpha**. Cronbach's alpha values can be determined for each aspect of personality the test is designed to measure. In other words, **the higher the Cronbach's alpha values, the more internal consistency the test demonstrates** (and therefore, the more reliable the test is). And, as a general rule of psychological testing, there must be reliability in order for a test to be considered valid (Weiner & Greene, 2017).

Cronbach's alpha values typically range from 0.0 to 1.0, indicating how consistently the items hold together for their intended purpose. A Cronbach's alpha value of 0.70 or higher is generally considered to be adequate, and a value of 0.75 or above is recommended (Weiner & Greene, 2017).

Our research team calculated Cronbach's alpha values for a sample of N = 23,033 Truity site users who **completed the Enneagram test in January 2026**.

Table 1 below indicates Cronbach's alpha values for each of the 21 facets of Enneagram measured by the test – for this sample of users (N). Note that we name only a few of the 21 facets below, due to the proprietary nature of the assessment.

Cronbach's alpha values are excellent for 8 facets, good for 6 facets, and acceptable for 7 facets. All 21 facets were at or above the acceptable threshold, which confirms that each facet holds up well in terms of reliability. Reliability was particularly high for personality facets related to well-being, leadership, and career development. These results demonstrate strong internal consistency for the assessment.

Facet of Enneagram	Cronbach's alpha	Rating
Achievement	0.872	Excellent
Optimism	0.864	Excellent
Caretaking	0.851	Excellent
Facet 4	0.850	Excellent
Facet 5	0.850	Excellent
Facet 6	0.819	Excellent
Facet 7	0.811	Excellent
Facet 8	0.811	Excellent
Facet 9	0.797	Good
Facet 10	0.782	Good
Facet 11	0.775	Good
Facet 12	0.769	Good
Facet 13	0.760	Good
Facet 14	0.753	Good
Facet 15	0.743	Acceptable
Facet 16	0.735	Acceptable
Facet 17	0.732	Acceptable
Facet 18	0.722	Acceptable
Facet 19	0.713	Acceptable
Facet 20	0.709	Acceptable
Facet 21	0.696	Acceptable

Table 1: EQ Facets and Cronbach's Alpha

Validity

In addition to the importance of establishing the reliability of a psychological assessment, it is critical to determine its validity – that the test effectively measures what it intends to measure.

Our research team used machine learning to conduct three forms of analysis to establish *content validity* – whether test items accurately measure the intended concept. We assessed *the inter-item correlation* of the test items – how well the items intended to measure the same constructs correlated with each other in practice. We also assessed *factorial validity* – determining what exactly a test does measure – using Exploratory Factor Analysis and Confirmatory Factor Analysis. Together these methods provide significant justification for the validity of a psychological assessment (Weiner & Greene, 2017).

In our analysis, we used the same sample (N = 23,033 Truity site users who completed the Enneagram test in January 2026).

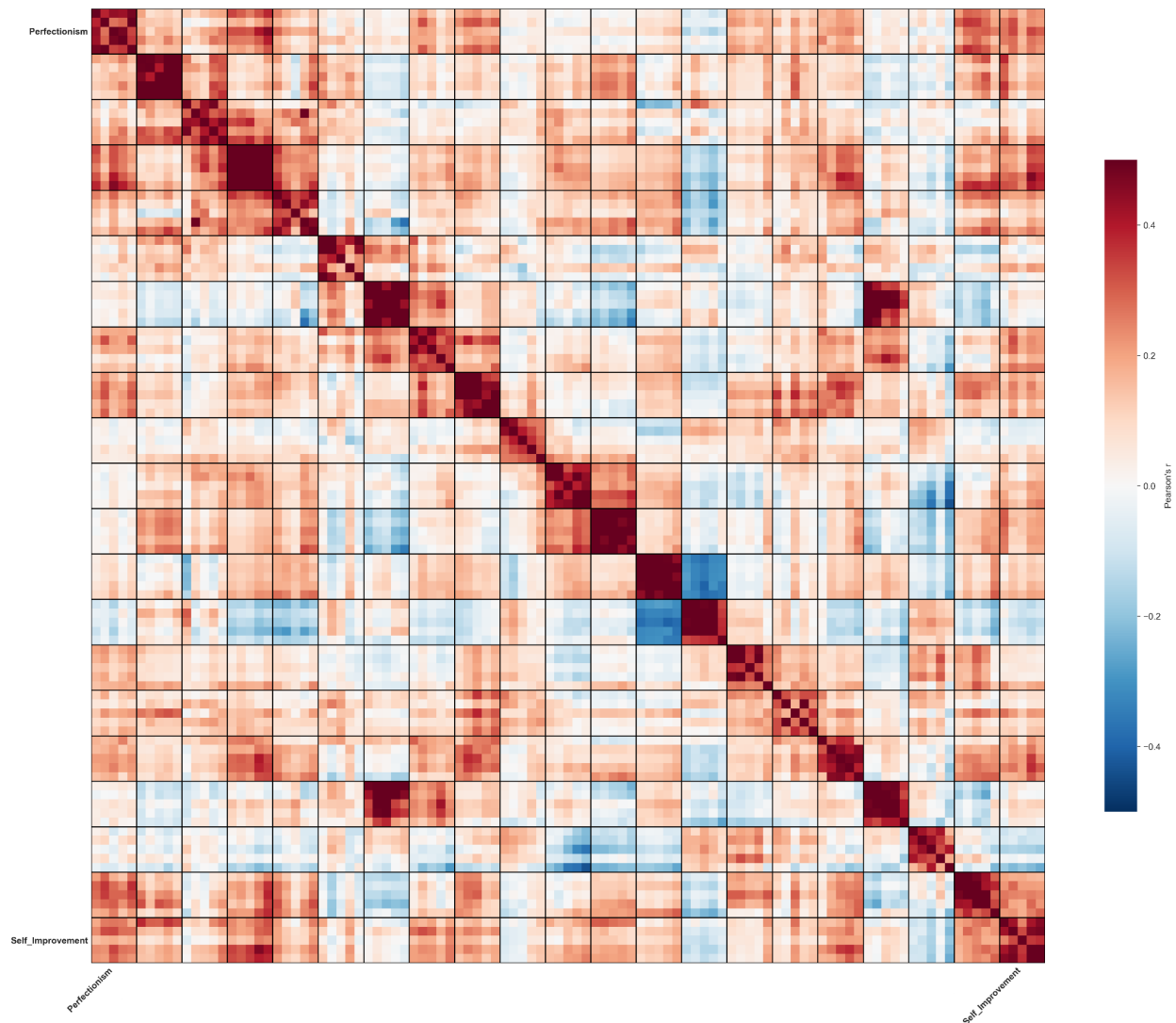
Content Validity

Inter-Item Correlation

First, we conducted a review of all test items to assess inter-item correlations. We produced an inter-item correlation matrix, which reflects the strength of the correlations among items, revealing correlative patterns for the 21 facets of the Enneagram test.

Image 3 below includes the full inter-item correlation matrix for the test. The first and last facets are named: Perfectionism and Self-Improvement, so that it is possible to see that each cube represents a collection of 5 test items related to a given facet.

Image 3: Inter-Item Correlation Matrix



This image represents the correlative patterns among all of the 105 test items, organized by the facet they are intended to assess. Pearson's r – used here as a measure of correlation within and between facets – is represented by the red and blue colors on the map. The red cells in the image indicate higher correlations (these items tended to be answered in similar ways), and the blue cells indicate lower or negative correlations (that is, these items tended to be answered dissimilarly or in opposite ways).

The darker red squares at the intersections of each facet indicate that test questions used to assess that facet tended to produce similar responses. In other words, each facet held up together as a concept. The darker red saturation along the diagonal line reflects the cohesion within each facet. For example, the fourth facet from the top appears to hold together especially well, with every item addressing that facet appearing dark red in the heat map. A few items in that facet have Person's r values of more than 0.50.

Overall, the correlation within facets is $r = 0.43$, and the correlation between facets is $r = 0.07$. This reflects *strong inter-item correlation*, and therefore *validity* within each facet. The low correlation between facets suggests *discriminant validity* (Weiner & Greene, 2017) – an important indicator that the traits we intended to measure are sufficiently distinct from each other.

These data further support the validity of the facets and the test as a whole.

Factorial Validity

Factorial validity represents how well a test measures the underlying traits it was designed to capture. Establishing factorial validity is considered particularly relevant for psychometric testing, as a common way to confirm that a test measures real constructs (Weiner & Greene, 2017).

Exploratory Factor Analysis

For this Enneagram test, we first sought to establish the feasibility of our 21 facets of personality through the use of Exploratory Factor Analysis. This type of analysis lets the data “speak for itself” by assessing which factors naturally emerge when a dataset is analyzed.

We performed a KMO test and a Bartlett's Test to determine whether our data were suitable for factor analysis. A KMO result of 0.942 indicated that the quality was exceptional, and the Bartlett's Test confirmed that real constructs existed within the dataset: $\chi^2(5460) = 1,054,297$, $p < .001$ (a low likelihood of random chance producing these patterns).

Having confirmed the quality of the data, we performed parallel analysis to determine how many factors emerged. Parallel Analysis is a well-established and rigorous method used to determine how many factors are suggested by a given collection of data (Finch, 2020; Horn, 1965). Parallel Analysis of the data independently suggested precisely 21 factors, providing strong evidence of the validity of our 21-facet conceptual foundation. In other words, Parallel Analysis confirmed that our test measures 21 distinct constructs, as intended.

To establish the fit of our 21-facet model, we performed a few additional analyses, represented in Table 2 below:

Metric	Value	Interpretation
RMSEA	0.025	Excellent - well below the 0.05 threshold
Tucker-Lewis Index (TLI)	0.927	Good - exceeds the 0.90 benchmark
Variance Explained	50%	Solid for personality assessment

Table 2: Exploratory Factor Analysis Results

The low error rate (RMSEA) and high comparison score (TLI) captured the robust validity of our 21-facet model for Enneagram.

Confirmatory Factor Analysis

After the exploratory phase of our analysis, we conducted Confirmatory Factor Analysis to test the 21-factor model. We used four statistical methods for this process: (1) the Root Mean Square Error of Approximation (RMSEA), which measures any mismatch between theory and data; (2) the Standardized Root Mean Square Residual (SRMR), which measures information missed by the

model; (3) the Comparative Fit Index (CFI); and the (4) Tucker-Lewis Index (TLI), two different comparison tests. These results are included in Table 3 below.

Metric	Result	Interpretation
RMSEA	0.043	Excellent - The assessment structure matches how people actually respond
SRMR	0.065	Good - Item relationships are captured accurately
CFI	0.791	Acceptable for a complex 21-factor model
TLI	0.778	Acceptable for a complex 21-factor model

Table 3: Confirmatory Factor Analysis Results

This analysis was complex in that we were testing a model with a significant number of facets. Thus, we were most interested in the RMSEA result, which is a critical measure of validity for a model with a large number of factors (Roos & Bauldry, 2023). While CFI and TLI scores are in the acceptable range, the SRMR is arguably most important, as it indicates that our model has captured all of the most significant information in the data.

The RMSEA result is less than 0.05, which is considered excellent (it indicates a low error rate for the model). Though the test is complex with 21 facets, it is highly accurate in explaining the data.

This analysis establishes content validity for the Enneagram assessment.

Predictive Validity

Two important ways to assess the validity of an assessment are to gather demographic data about test users and to measure the extent to which test results correlate with relevant external factors in test users' lives (Weiner & Greene, 2017).

We gathered user demographic information and other external variables to assess the predictive validity of Truity's version of the Enneagram, using the same dataset of N = 23,033 site users in January 2026.

Of these users, 14,493 provided valid age responses and 14,737 provided valid gender responses. This information is included in Tables 4 and 5 below.

Demographic Statistics

Table 4: Age of Enneagram Test Users in January 2026

Age Ranges	Number of Users	Percentage
Under 20	3,291	22.71%
20 - 29 years	4,448	30.69%
30 - 39 years	3,077	21.23%
40 - 49 years	1,776	12.25%
50 - 59 years	1,066	7.36%
60 - years	835	5.76%
Total	14,493	100%

Table 5: Identified Gender of Enneagram Test Users in January 2026

Identified Gender	Number of Users	Percentage
Woman	9,646	65.45%
Man	4,481	30.41%
Other/Non-binary	610	4.14%
Total	14,737	100%

Correlation Between Gender and Enneagram Type

We explored the relationship between gender identity and test takers’ Enneagram result, represented in Image 5 below. Along with this image, Table 6 includes correlational statistics for gender.

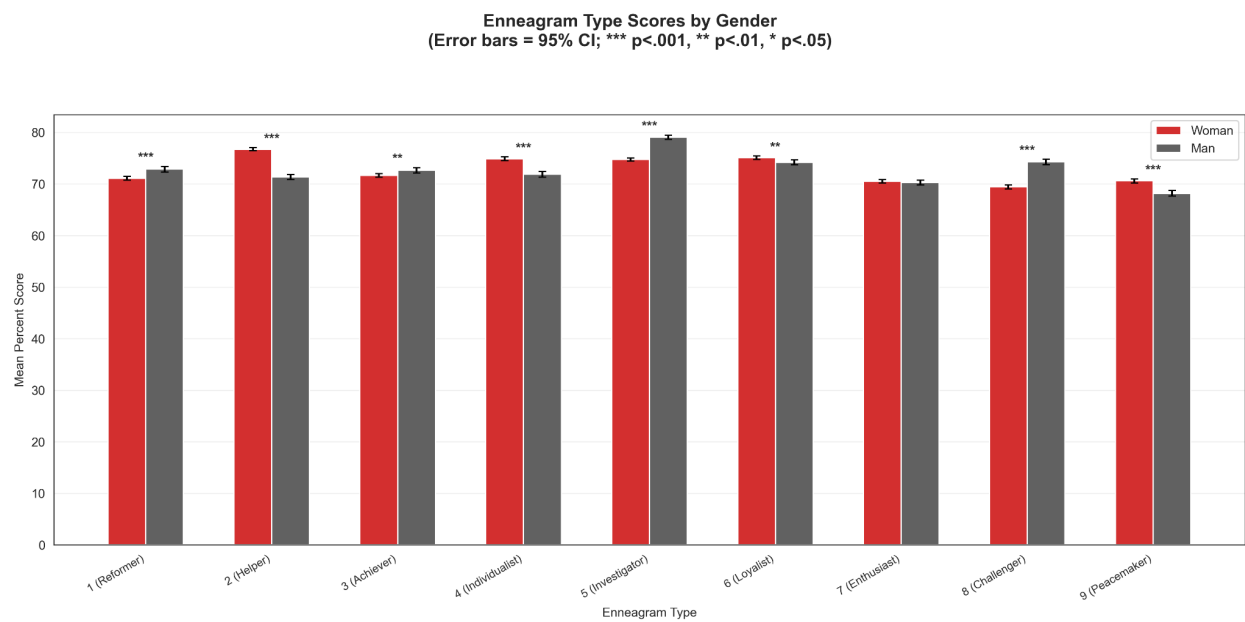


Image 5: Gender and Enneagram Result

Type	Mean (W)	Mean (M)	Cohen's d	t statistic	p value
Type 1	71.084	72.867	-0.094	-5.237	1.674 e-07
Type 2	76.743	71.346	0.332	18.318	1.425 e-73
Type 3	71.646	72.642	-0.056	-3.078	0.0021
Type 4	74.892	71.864	0.167	9.131	8.372 e-20
Type 5	74.744	79.057	-0.281	-15.992	8.132 e-57
Type 6	75.095	74.186	0.054	2.999	0.0027
Type 7	70.52	70.278	0.015	0.821	0.4117
Type 8	69.423	74.266	-0.264	-14.745	1.218 e-48
Type 9	70.583	68.186	0.128	7.112	1.235 e-12

Table 6: Gender Correlations for Enneagram Type

There were statistically significant gender correlations, in particular the finding that women were more likely to be a type 2 Helper ($d = 0.33$) and that men were more likely to be a type 5 Investigator ($d = -0.28$) or a type 8 Challenger ($d = -0.26$). Data for type 7 Enthusiasts suggested no particular correlation with gender.

Enneagram Type and the Workplace

In order to establish predictive accuracy for the Enneagram assessment and test takers' perspectives on work, we gathered data on work values, satisfaction, and sentiment from our sample of $N = 23,033$ users in January 2026. Analysis of quantitative and qualitative responses provided a sense of the correlation between Enneagram type and users' real beliefs about and experiences with work.

Ultimately, we found that Enneagram type results did explain significant variance in work values, work satisfaction, and expressed sentiments about work. These results confirm the predictive validity of the assessment, and suggest implications for use of the Enneagram test in the workplace.

Work Values by Enneagram Type

In order to explore the relationship between Enneagram type and work values, we used the 18 values below. We divided them into two categories using the person-job, person-organization fit model (Lauver & Kristof-Brown, 2001):

1. *Ideal job factors*: Autonomy, meaning, advancement, connection, challenge, security, creativity, variety, balance, compensation.
2. *Company factors*: Leaders, expectations, collaboration, flexibility, recognition, impact, fairness, innovation.

For each value, respondents indicated whether it was important to them or not (binary selection). We tested whether selection rates differed across the nine Enneagram types, and found that all 18 work values showed statistically significant associations with Enneagram type (all $p < .001$). Effect sizes ranged from small (Cramér's $V = 0.065$) to moderate ($V = 0.142$). While modest in absolute terms, these patterns are theoretically coherent and align with core type motivations. Table 8 below describes correlations for each value, followed by a type-by-type summary of priorities.

Table 7: Correlative effect size for 18 work values

Work Value	χ^2	df	p	Cramér's V
Connection	465.35	8	<.001	0.142
Creativity	354.58	8	<.001	0.124
Security	342.18	8	<.001	0.122
Advancement	335.81	8	<.001	0.121
Challenge	326.29	8	<.001	0.119

Autonomy	254.37	8	<.001	0.105
Innovation	232.10	8	<.001	0.100
Meaning	213.90	8	<.001	0.096
Balance	212.01	8	<.001	0.096
Collaboration	200.12	8	<.001	0.093
Fairness	186.98	8	<.001	0.090
Leaders	160.09	8	<.001	0.083
Variety	135.54	8	<.001	0.077
Expectations	126.50	8	<.001	0.074
Compensation	120.12	8	<.001	0.072
Flexibility	105.85	8	<.001	0.068
Impact	104.38	8	<.001	0.067
Recognition	96.44	8	<.001	0.065

Work Priorities by Type

Type 1 (Reformer)

Prioritize: Leaders (46%), Meaning (43%), Expectations (39%)

De-prioritize: Creativity (14%), Variety (8%)

Implication: Want purpose and clear standards; less interested in creative expression or novelty.

Type 2 (Helper)

Prioritize: Meaning (44%), Collaboration (40%), Connection (33%)

De-prioritize: Advancement (15%), Innovation (15%)

Implication: Relationship-driven; career ladder and novelty matter less than human bonds.

Type 3 (Achiever)

Prioritize: Recognition (30%), Compensation (27%), Advancement (23%)

De-prioritize: Fairness (17%), Security (19%)

Implication: Status and reward markers; less focused on stability or equity concerns.

Type 4 (Individualist)

Prioritize: Autonomy (33%), Creativity (28%), Flexibility (30%)

De-prioritize: Advancement (12%), Connection (20%)

Implication: Self-expression and freedom; less drawn to traditional success metrics or team bonds.

Type 5 (Investigator)

Prioritize: Autonomy (37%), Challenge (30%), Innovation (25%)

De-prioritize: Connection (11%), Advancement (14%)

Implication: Intellectual independence; social connection lowest of all types.

Type 6 (Loyalist)

Prioritize: Security (35%), Balance (35%), Recognition (33%)

De-prioritize: Innovation (16%), Variety (7%)

Implication: Stability and predictability; wary of change and novelty.

Type 7 (Enthusiast)

Prioritize: Autonomy (32%), Flexibility (32%), Variety (14%)

De-prioritize: Expectations (28%), Security (19%)

Implication: Freedom and stimulation; structure and safety feel constraining.

Type 8 (Challenger)

Prioritize: Autonomy (37%), Leaders (42%), Challenge (27%)

De-prioritize: Security (16%), Balance (22%)

Implication: Control and influence; stability and harmony less important.

Type 9 (Peacemaker)

Prioritize: Balance (36%), Security (29%), Connection (24%)

De-prioritize: Advancement (9%), Challenge (14%), Innovation (13%)

Implication: Harmony and stability; lowest on ambition, challenge, and change.

Our analysis revealed that **Connection** was the most discriminating value by Enneagram type, with a 22-point difference between Type 2 Helpers (33%) and Type 5 Investigators (11%). **Creativity, Security, Advancement, and Challenge** were also strongly associated with some types more than others.

We found that Type 9 Peacemakers ranked **Advancement** (9%), **Challenge** (14%), **Innovation** (13%), and **Impact** (16%) as relatively less important to them than other values. These types may be best positioned to build harmony, consensus, and stability on a team, given their emphasis on **Connection, Security, and Balance**.

When asked about **Security** and **Autonomy**, different types appeared to be split. Type 6 Loyalists (35%) and Type 9 Peacemakers (29%) prioritized Security, while Type 8 Challengers (16%) and Type 7 Enthusiasts (19%) indicated that Security was less important. Finally, when asked about the importance of **Creativity**, Type 4 Individualists (28%), Type 5 Investigators (22%), and Type 7 Enthusiasts (22%) reported valuing it the most among the nine types.

Work Satisfaction by Enneagram Type

Different Enneagram types reported different levels of work satisfaction. Table 9 below includes the results of our analysis of type and work satisfaction.

*13,277 users included a valid response to this question, representing a subsample of our 23,033 users.

Table 8: Work satisfaction ranked by Enneagram type

Rank	Type	Mean	SD
1	Achiever (Type 3)	3.72	1.23
2	Reformer (Type 1)	3.69	1.25
3	Enthusiast (Type 7)	3.62	1.19
4	Challenger (Type 8)	3.59	1.26

5	Helper (Type 2)	3.47	1.22
6	Peacemaker (Type 9)	3.34	1.19
7	Loyalist (Type 6)	3.23	1.20
8	Investigator (Type 5)	3.12	1.19
9	Individualist (Type 4)	3.02	1.24

There were statistically significant differences in job satisfaction among types, with Type 3 Achievers and Type 1 Reformers reporting the highest levels of satisfaction, and Type 4 Individualists and Type 5 Investigators reporting the lowest.

It is worth noting that Types 4 and 5 also reported valuing Creativity highly, and additional research may explore the presence of creative tasks in the work of those types. Type 7 also reported valuing creativity, yet ranked third in work satisfaction. The differences among these three types might be explained by the personality traits **Alienation** and **Individualism**, which were associated more with Type 4 and Type 5, and not as much with Type 7. Organizational leaders may explore ways to engage Type 4 and Type 5 employees in collaborative, creative work, to positively influence their job satisfaction.

Test users were asked to respond to **open-ended questions** about work satisfaction. We then identified “positive,” “negative,” and “neutral” sentiments in their responses. These qualitative data were analyzed using word frequency analysis and thematic interpretation.

Overall, test takers in the sample reported more positive sentiments with work than negative:

- Positive Responses: 44.4% of all responses
- Neutral Responses: 41.4% of all responses
- Negative Responses: 14.2% of all responses

The distribution indicated that respondents generally felt more positive than negative about their work experiences, with nearly half expressing positive

sentiments. The relatively large neutral category (41.4%) suggested that many respondents provided factual or balanced descriptions of their work without strong emotional valence. The negative sentiment rate of 14.2% represented a meaningful minority who expressed dissatisfaction or concerns about their work.

Sources of Job Satisfaction

Analysis of positive sentiment words revealed several key themes:

Meaningful Work & Purpose: Words like "helping" (229), "meaningful" (57), "impact" (implied through context), and "contribution" (20) suggested that respondents valued work that allowed them to make a difference and contribute to something larger than themselves.

Autonomy & Flexibility: The prominence of "freedom" (128), "flexibility" (84), and "flexible" (43) indicated that independence and control over one's work were significant contributors to satisfaction.

Positive Work Environment: Words such as "support" (82), "comfortable" (37), "safe" (25), and "friendly" (11) pointed to the importance of a supportive and secure work atmosphere.

Achievement & Growth: Terms like "successful" (47), "accomplish" (16), "progress" (18), and "improve" (56) reflected the value respondents placed on professional development and accomplishment.

Enjoyment & Engagement: High frequencies of "enjoy" (384), "fun" (119), "exciting" (33), and "interesting" (98) demonstrated intrinsic enjoyment of work tasks as a major driver of satisfaction.

Sources of Job Dissatisfaction

Negative sentiment words clustered around several themes:

Work-Related Stress: The combined frequency of stress-related words ("stress" 101, "stressful" 96, "overwhelming" 16, "overwhelmed" 20, "anxiety" 22,

"exhausted" 11) indicated that workplace pressure was a significant concern for many respondents.

Monotony & Boredom: Words like "boring" (137), "bored" (55), "repetitive" (51), "mundane" (15), and "monotonous" (18) suggested that lack of variety and intellectual stimulation were common complaints.

Employment Insecurity: The presence of "unemployed" (163), "jobless" (17), and "unstable" (13) reflected concerns about job security and employment status.

Workplace Culture Issues: "toxic" (34), "unfair" (implied), "disrespect" (3), and similar words pointed to problematic interpersonal dynamics and organizational culture concerns.

Compensation & Recognition: Words such as "underpaid" (21) and the absence of recognition-related positive words in high frequencies suggested that fair compensation and acknowledgment represented areas of concern.

Sentiment by Enneagram Type

We found that Achievers (Type 3) expressed significantly more positive sentiment than Helpers, Individualists, Investigators, Loyalists, and Peacemakers. Challengers (Type 8) expressed significantly more positive sentiment than Individualists, Investigators, Loyalists, and Peacemakers. Reformers (Type 1) expressed significantly more positive sentiment than Individualists, Investigators, Loyalists, and Peacemakers. Individualists (Type 4) and Investigators (Type 5) did not differ significantly from each other, forming a cluster of lower-sentiment types. No significant differences were found between Achievers, Challengers, Reformers, and Enthusiasts (the higher-sentiment cluster).

In summary, we found that Enneagram significantly predicted differences in work values, satisfaction, and sentiment, with unique concerns emerging for each type. Though the effect sizes were small to moderate, these results underscore the validity of the Enneagram assessment. They also suggest recommendations for the use of the test in the workplace, which is addressed in the last section of this report.

Using Enneagram in the Workplace

This report provided psychometric validation for Truity's Enneagram Personality assessment. We also include recommendations for leaders and organizations who wish to leverage the Enneagram test to increase employee engagement and satisfaction. Below you will find four recommendations for applying Enneagram in the workplace.

Provide Opportunities for Growth to Increase Satisfaction

The Enneagram model provides pathways for growth for each type. We found that types who prioritized growth values (connection, challenge, impact, and meaning highly) were substantially happier with their work. While this relationship was not necessarily causal, there was a significant correlation.

Our findings paralleled *Herzberg's Two-Factor Theory* (Herzberg, 1968; Herzberg et al., 1959), which suggested that factors such as compensation, security, and flexibility - what he called "hygiene" factors - mitigate dissatisfaction when present, but do not necessarily create satisfaction on their own. "Motivation" factors, such as connection, challenge, impact, and meaning tend to contribute to genuine satisfaction. Moreover, people who prioritize these often have baseline needs met already.

Thus, to engage employees, attend to their baseline needs for security, flexibility, and compensation. Then address motivation factors, such as challenge, connection, impact, meaning, and collaboration. Our Enneagram model indicates the ways in which different types prioritize these factors, and therefore what

strategies might satisfy them. It can serve as a guide for supporting employee satisfaction and motivation.

We found that five of the nine Enneagram types were more oriented toward growth: Achiever (Type 3), Reformer (Type 1), Enthusiast (Type 7), Challenger (Type 8) and Helper (Type 3). Employees with these type results might enjoy engaging in or designing continued learning and development efforts for the team.

Consider Different Needs for Freedom and Control

Our data suggested that Enneagram types differ in their needs for creativity, autonomy, predictability, and control – each of which carry implications for workplace satisfaction. Investigators (Type 5), Challengers (Type 8), and Individualists (Type 4) tended to crave autonomy, while Reformers (Type 1) and Peacemakers (Type 9) preferred clear expectations and predictability.

Enneagram might be used in coaching conversations around freedom and flexibility, to create individualized plans for remote work and supervision. A one-size-fits all approach may affect different employees differently. Similarly, we found that types scored differently on the Accommodation vs. Assertiveness scale. Challengers (Type 8) and Peacemakers (Type 9), for example, tended to sit at opposite ends of this spectrum. Thus, consider ensuring that each team includes individuals who value accommodation and assertiveness, or pairing opposite types. This way, teams can more effectively balance momentum with harmony.

Proactively Address Alienation and Perfectionism

In our data, Alienation – social isolation or disconnection – represented a significant threat to work satisfaction, especially for Individualists (Type 4) and Investigators (Type 5). These two types also highly valued creativity, implying that they may need independent time to explore creative projects or ideas, while also desiring connection with the group. Designing a balanced routine for these

types (or allowing them the freedom to design their own) may address issues with low work satisfaction. You may also want to seek out their insight on how to create connection and belonging on the team, for those who may not feel included.

Perfectionism was associated with lower work satisfaction, and negatively predicted nearly every work value: Advancement (0.96), Connection (0.97), Fairness (0.97), Leaders (0.98), Collaboration (0.98), Flexibility (0.98), Impact (0.98), Innovation (0.98), Balance (0.98), Meaning (0.98), Variety (0.98), Autonomy (0.99). People who scored high on perfectionism were less likely to consider any work value important, suggesting disengagement or self-criticism. Thus, regularly supporting psychological safety at work for everyone, and creating supportive policies to address mistakes may increase satisfaction for all types.

Focus on Building Habits and Shared Language

We found that when we tested 21 personality traits on their own, the traits themselves predicted workplace satisfaction about as well as Enneagram type. In other words, Enneagram types are statistically useful because they represent meaningful clusters of personality traits. The Enneagram system includes nine types, which can be easier to remember and apply than 21 distinct traits.

We therefore recommend using Enneagram type descriptions as shared language for the habits and characteristics of each employee, rather than reducing each person to a rigid type label. People are coachable, and the descriptive characteristics of Enneagram types can help employees identify and express their own priorities, motivations, and sentiments toward their work. Shared language can help different team members engage with each other more effectively, and appreciate everyone's unique needs.

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