

The logo consists of a light blue geometric design, resembling a complex star or a series of overlapping triangles, centered behind the text.

**EnneaTest®**

"A valuable  
opportunity to trigger  
your personal and  
professional  
growth path."

## What is the Enneagram?

In times of great transformation sometimes we wish we had a tool to help us better read ourselves and others around us. Here is where knowledge of the **Enneagram, a powerful tool for decoding** why we are the way we are, our behaviour, how our character traits influence us in situations that bring us happiness or unhappiness, can come to our aid. It helps us to understand more deeply **what we are afraid** of and what we run away from, **to identify our strengths on which to trigger change**, how instead to **recognise the traps we fall into**.

Today there are many paths and tools for knowing ourselves: the Enneagram is among them. A tool of awareness for better self-knowledge and understanding of others who, like us, fall back into their automatisms and fears.

The Enneagram is a tool that identifies **9 main personality types** that lead back to a primary conditioning aspect and automatisms that we do not recognise and struggle to get rid of. From childhood we have built defence mechanisms that generate recurring compulsions and anxieties whenever we are in trouble.

The power of the Enneagram is precisely its becoming a traveling companion at our service, valuable support because of its ability in reading us and others, and **to guide us on how to work on the blocks and conflicts** that prevent us from being as we would like to be.



# Enneatype Nine

Your test result is:

## Enneatype Nine

### The Mediator

**Enneatype Nine** is one of the nine personality types described in the Enneagram system.

Enneatype Nine, also known as the **Peacemaker**, the **Mediator**, the **Accommodator**, is calm, accommodating to others and oriented toward peace and harmony. Often very empathetic, they are able to grasp and understand the needs and concerns of others. They try to avoid conflict and tension and to find compromise and conciliation instead of direct confrontation. Because of this, they are someone with whom people usually get along, fostering a relational dynamic where Enneatype Nine feels comfortable and can express their qualities best.

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# Enneatype Nine

Enneatype Nine generally feels the need for peace, harmony and tends to **avoid conflict**, both internally and interpersonally. When faced with potential conflict, they try to avoid it by withdrawing, often being introverted as well. Enneatype Nine has their own **great inner balance** that becomes visible to others. Therefore, they can become a point of reference for opinions and advice, which will be thoughtful, measured and tactfully communicated. They are also very easy to get along with because Enneatype Nine will adopt the strategy of being supportive and actively listening, never cumbersome or judgmental, and this will allow them to be sought after and appreciated. They generally show themselves to be **humble, modest and reliable**. They can be agreeable, are tolerant by nature, and tend to take an **optimistic approach** to life. They often have a deeply rooted faith that things will get done or work out somehow. They desire to feel connected to other people and to the world of their personal and professional sphere.

As a very patient, peaceful and diplomatic person, Enneatype Nine may have **difficulty dealing with tensions** and negative emotions. They sometimes **give up their desires** and needs to avoid conflict, and this behaviour can lead them to a state of passivity, **procrastination**, and **lack of initiative**, characteristics that can also limit their success in professional and personal spheres. Another contributing factor is letting go of **routine behaviour** and situations without finding the strength and desire to take the necessary actions to change them, as they may generate tensions and potential conflicts with the people involved in their habits and customs, thus causing them to give up a priori.

In fact, the Enneatype Nine's **difficulty in tolerating conflict** can sometimes result in a conservative and reluctant approach to change that can provoke unpleasant feelings in others who would like to implement change instead. Others will attempt increasingly pushy persuasive and convincing actions, which will instead achieve the opposite effect with an Enneatype Nine stubbornly firm in its positions and habits. Frightened of change, the Enneatype Nine activates **mechanisms of self-persuasion** that lead them to believe that there is basically no problem and therefore no real need or real demand for change.

## Enneatype 1

## Enneatype 2

## Enneatype 3

## Enneatype 4

## Enneatype 5

## Enneatype 6

## Enneatype 7

## Enneatype 8

## Enneatype 9

This obviously creates deep irritation to those who want to change and need to involve them in change and will read this defence mechanism as disinterest, dullness or cowardice. In some cases they seem unable to motivate themselves to take action and bring about effective change but when it does happen and change comes, they usually adapt without much difficulty.

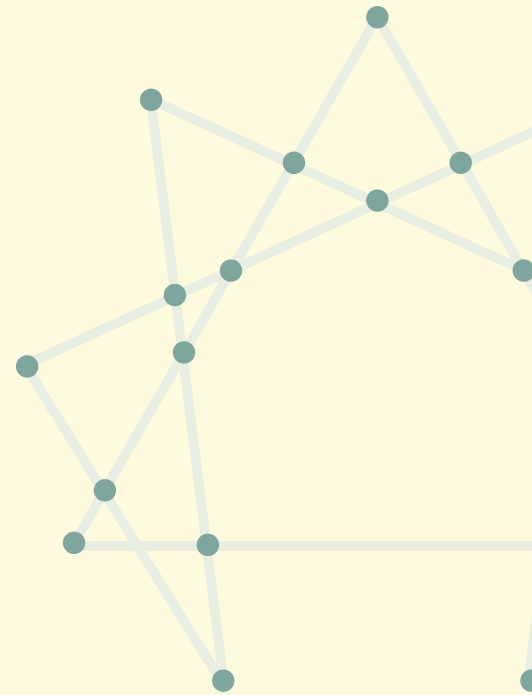
"They are judged as calm, reflective, empathetic and kind; they are valued for their ability to find peaceful and conciliatory solutions. They have a strong desire to create harmony and peace in relationships."

In general, Enneatype Nine tends to have a **positive and optimistic view of the world** and human relationships. Usually very **sociable** and **friendly**, they seek to promote harmony and cohesion in groups and relationships. However, they may also tend to identify with others, to the point of losing their own identity or personality. Often Enneatype Nine is worth more than they may outwardly appear to be: they **tend to underestimate their own worth**, and their modest attitude seems to invite others to overlook their contributions, which are instead important. This may cause unconscious anger within the Enneatype Nine's psyche, which may erupt in occasional fits of rage, or manifest a passive-aggressive attitude. Sometimes, feeling neglected generates a deep sadness to which it rarely gives voice.

In conflict situations, Enneatype Nine has a **tendency to try to mediate** and find a solution that satisfies all parties involved. They are able to see the other's point of view and try to avoid judgment or criticism. However, they can sometimes become evasive and not address problems concretely, again for fear of getting involved in a direct confrontation. Because of this, their **communication style** tends to be verbose at times, with no clear-cut positions taken, not direct and not assertive.

Enneatype Nine is usually very **loyal** and **generous in relationships** with friends and partners. They may go so far as to “merge” with their loved ones and through a process of identification take on the characteristics of those closest to them.

At work, they are best expressed in environments that value harmony and cooperation. The accommodating nature and ability to understand different perspectives make Enneatype Nine able to **create an atmosphere of peace and cooperation** among colleagues.



## In summary

Enneatype Nine is usually judged as **calm, reflective, empathetic** and **kind**.

They are valued for their ability to find peaceful and conciliatory solutions and has a strong desire to create harmony and peace in relationships. However, they may also show passivity, procrastination and lack of initiative, which, in personal and work contexts with accelerated or unforeseen times where quick decisions must be made, increase their stress and sense of unease.

Enneatype Nine should focus on **how to identify their own needs and desires** and **how to handle confrontation more directly and effectively**. In this way, they can create more authentic and balanced relationships and achieve their life and professional goals. Therefore, their personal growth often involves the necessary overcoming of the tendency to avoid and suppress their own needs. It is therefore important for Enneatype Nine to learn how to recognise and communicate their own desires in a healthy way that is not flattened by the desires of others.

# Strengths of Enneatype Nine

Enneatype Nine is patient, balanced, mature and reassuring, is **inclined to dialogue and listening**, and has great **empathy** and **understanding**. In this description, we will explore their strengths, highlighting their behaviour, the emotions they feel, and the impact they have on relationships and society as a whole.

01.

Enneatype Nine possesses great **patience** and **resilience**, characteristics that enable them to deal with complex and stressful situations with calm and goodwill. They are particularly adept at adapting and maintaining inner balance in the face of difficulties, a quality that makes them a stable and reliable reference point for others. They are a helpful, affable and very quiet person; they enjoy a good self-image. They have no

difficulty indulging in moments of relaxation and **can easily “turn off” their mind when needed**. By devoting time to self-care, Enneatype Nine can discover balance and acceptance of themselves, as well as others. They should also remember that it is important to stand up for one's beliefs and values, even though this can sometimes lead to occasional conflict.

02.

Enneatype Nine tends to have a **non-confrontational approach** to situations and relationships, seeking to maintain an atmosphere of peace and serenity. It is not a matter of being afraid of conflicts or being unable to deal with them, but rather preferring peaceful solutions by

solving problems through dialogue rather than direct confrontation. Enneatype Nine reacts quickly to support others in achieving their goals and finding constructive and positive ways of solving problems.

03.

Enneatype Nine is predisposed to show empathy and understanding for others, listening and considering others' views without judging or ignoring their needs and concerns. Their ability to be **diplomatic** and **respectful** toward others contributes to a positive and comfortable environment for interpersonal relationships. Enneatype Nine, in fact, is an exceptional

mediator, capable of finding satisfactory solutions for all parties involved in a conflict. Their natural inclination toward harmony and balance motivates them to promote a peaceful and cooperative climate in both personal and professional relationships that avoids or prevents conflict.

04.

Enneatype Nine is **open** and **tolerant** of differences, accepting and valuing diversity, contributing to an environment of respect and inclusion. In a work environment they prove to be a valuable resource for colleagues and the team, generally having an open mind, listening to and considering the ideas and opinions of others without taking advantage of them for their own benefit.

This open-minded attitude also reflects their desire to learn and grow. This implies accepting the possibility of change and new ideas, even if it often means taking longer than usual to accept change. In this sense, Enneatype Nine has a strong sense of humility and openness for others to learn and grow together.

05.

Enneatype Nine certainly stands out for their **great empathy**, making themselves a valuable friend and ally in difficult times. They possess an innate ability to put themselves in the shoes of others. Perceiving emotions makes them particularly sensitive to the needs and feelings of the people around them. They are welcoming and expresses a strong sense of inner peace,

showing an innate ability to reconcile different perspectives and points of view. Finally, they can reassure, instilling security and peace of mind in others, creating an atmosphere of trust and comfort. They can create an environment of calm and serenity even in times of stress or uncertainty. They are a true reference point for others.

## In summary

Enneatype Nine tends to have a strong sense of balance in life and is perceived as **mature** and **reassuring by others**. They are capable of creating a serene and harmonious environment, but at the same time manages to be autonomous and independent. Their **empathy, willingness to listen, calmness, open-mindedness** and **ability to instil confidence in others** make them valuable to those who meet them and those who interact with them.

However, they must learn to recognise and express their needs and desires in order to lead a rich and fulfilling life. By trying to find a balance between their desire for peaceful resolutions and a predisposition to stand up for what they believe in, Enneatype Nine can use their innate abilities for harmony and diplomacy as strengths to achieve a greater balance in their life between their own needs and those of others.

Patience

Empathy

Diplomacy

Tolerance

Harmony



# Weaknesses of Enneatype Nine

Enneatype Nine may exhibit three characteristics, namely **passivity**, **stubbornness**, and **avoidance**, that is, that defence mechanism against problems that results in **avoiding coming into contact with feared situations or things**. These weaknesses may manifest themselves at different periods of life or simply be part of their character. Each of them can be addressed, with the right awareness, to regain more balance.



## 01.

Enneatype Nine may postpone important decisions or actions to avoid conflict or tension, instead of dealing with them openly and directly. Working on this tendency can lead to a greater sense of accomplishment and self-esteem. Its **passivity** can take on a wide range of shades: it may be related to an attitude of submission or dependence, where the Enneatype Nine tends to surrender easily to the demands or directions of others, avoiding expressing their own opinions or defending their rights. In other cases, it may be associated with a kind of resignation:

the Enneatype Nine, after attempting to defend their interests or assertively express their opinions, gives up in the face of difficulties, without finding the strength to continue fighting. Passivity risks limiting freedom and autonomy, preventing Enneatype Nine from expressing themselves and moving purposefully through life. They may find themselves unable to listen to the opinions of others and to make difficult decisions when they arise. They may, therefore, be unable to react assertively, gain respect, or express an idea of their own.

## 02.

Enneatype Nine is **stubborn**: they often present a certain rigidity of opinion, associated with a kind of stubbornness or resistance to change. They have a definite view of things, which they are unwilling to revise or modify. As a result, they may be little open to criticism and observation from others, persevering in their position even when others try to show them a different perspective. When this trait manifests itself,

Enneatype Nine tends to have a particularly limited view of the world, in which fear of change or direct confrontation holds sway. This stubborn trait can make them lazy about possible solutions to problems, or it can make them remain entrenched in their own ideas and beliefs, regardless of circumstances or the opinions of others.

## 03.

Enneatype Nine seeks to escape from situations or problems rather than face them head-on. This trait in their temperament can be understood as a kind of flight or withdrawal, which can manifest itself in many different ways, such as avoiding contact with others, remaining silent, or even running away from stressful situations. **The tendency to avoid conflict** can lead to the suppression of one's own opinions and desires for the sole purpose of pleasing others, losing what is really important to Enneatype Nine. It is therefore crucial that they learn to express their needs

and assert their identity without fear of upsetting the balance, otherwise they risk reducing their chances of confronting real challenges or problems, limiting themselves to a small, personal, risk-free world. At this point, they may have the impression that they are shirking, but in reality they would lock themselves in a limbo of non-action and dissatisfaction. Instead, it is important that they tune in to their own needs, expressing them openly to foster more authentic and rewarding relationships.

## 04.

Enneatype Nine also shows a certain inertia and **laziness**, understood as difficulty looking within and becoming aware of one's authentic desires and needs. It is characterised by living with what might be called an "inner emptiness." They react instinctively to their surroundings, but without putting their own real needs first. This is a temperament trait that can be very limiting and can lead to a sense of insecurity

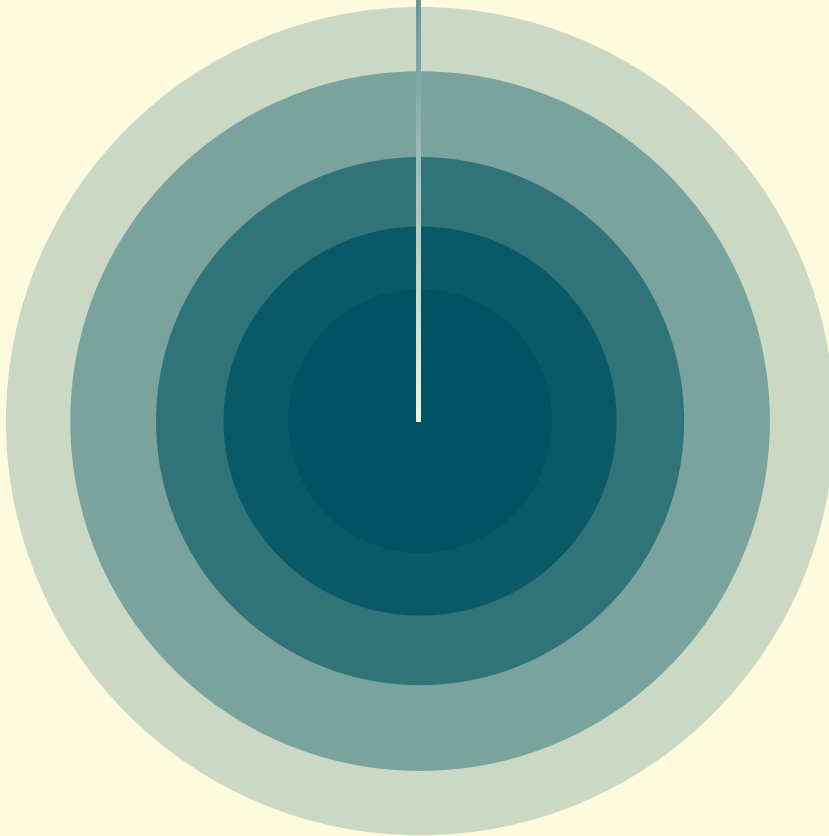
and emotional fragility. However, with the help of active work on one's self-esteem and ability to deal with situations, Enneatype Nine can become more assertive, more flexible in thinking and courageous in dealing with problems. In this way they can open themselves up to a world of opportunities, freeing themselves from some of their deepest fears.

## 05.

The mix of stubbornness, conflict avoidance, laziness lead Enneatype Nine to **procrastination**. These delays of their, often repeated and constant even in very routine and therefore easily predictable and planned

situations, this arriving on a long schedule and often in a hurry, sometimes lead them into situations of discomfort and confrontation, the very thing they would like to avoid, with the people around them.

Procrastination  
Stubbornness  
Difficulty in looking at oneself  
Avoiding conflicts  
Sloth / laziness



Ultimately, Enneatype Nine has several frailties: they may find themselves putting off important decisions or actions to avoid conflict or tension, thus tending toward procrastination. Moreover, their passivity is likely to limit them in freedom and autonomy, preventing them from expressing themselves and moving purposefully through life. They tend to have a particularly limited view of the world, in which fear of change or direct confrontation holds sway. However, these aspects can be addressed, with the right awareness, to **seek more balance in one's personality.**

# Conflict management

## of Enneatype Nine

### 01.

Enneatype Nine, which exhibits peaceful and receptive characteristics, can be seen as an excellent candidate for conflict management in the work environment. However, stubbornness and the tendency to avoid confrontation could be constraints at the relational level and limit opportunities for effective conflict resolution.

Enneatype Nine **seeks and promotes peace**, and this temperament trait can be a great asset in a work environment: it helps create a peaceful, cooperative, and respectful climate among colleagues. Mutual respect and attention to the needs of others are among the essential foundations that help create and maintain a positive climate. Enneatype Nine's **receptivity**, moreover, is a great virtue for gathering information and critically evaluating situations, listening carefully to all parties involved. This quality helps to learn a lot about the needs and reasons for conflict and can help Enneatype Nine find solutions that satisfy all parties involved.

### 02.

Enneatype Nine has a **good capacity for autonomy**, which is a very important endowment for conflict management, as it allows them to confront situations in the way they feel is most effective and consistent with their own ideas. This trait provides them with great freedom of choice and allows them to take responsibility for their own decisions and actions. Thus, there are two main elements of difficulty in conflict management that the Enneatype Nine must overcome: stubbornness (which compromises openness to other perspectives, a natural inclination to listen, and the ability to revise one's opinions in the face of other ideas or proposals) and the tendency to avoid confrontation (which leads them not to confront situations openly). To overcome these difficulties, Enneatype Nine must be prepared to adopt an open and cooperative approach, avoiding seeking solutions that satisfy only their point of view and avoiding shirking from the situation.

### 03.

An effective approach can be to share one's ideas and concerns with interested colleagues, trying to do so clearly and transparently; a positive and kind attitude will be elements of success. The goal is to create a climate of constructive and open dialogue that does not generate tension but rather stimulates collaboration.

Enneatype Nine can demonstrate their ability to handle conflict by exposing the problem objectively and **trying to propose alternative solutions**. It may also suggest ideas that go beyond the problem, focusing the discussion on shared outcomes and collaboration toward common goals.

### 04.

When the parties are willing to work together toward a common solution, the Enneatype Nine can **exercise self-discipline** and resist temptations to fall back into the old behavioural pattern. It must, therefore, be willing to **adopt a collaborative attitude**, open to dialogue and consensus-building, and to approach the problem with continuity and patience, not stopping at the first solution found, but working toward a lasting and satisfactory outcome.

In **summary**, Enneatype Nine is a valuable resource for conflict management in the work environment, but managing conflict solely with one's own qualities may involve some complexities.

Stubbornness and a tendency to avoid conflict may in fact represent difficulties, if interpreted as a closure to dialogue and acceptance of positions different from

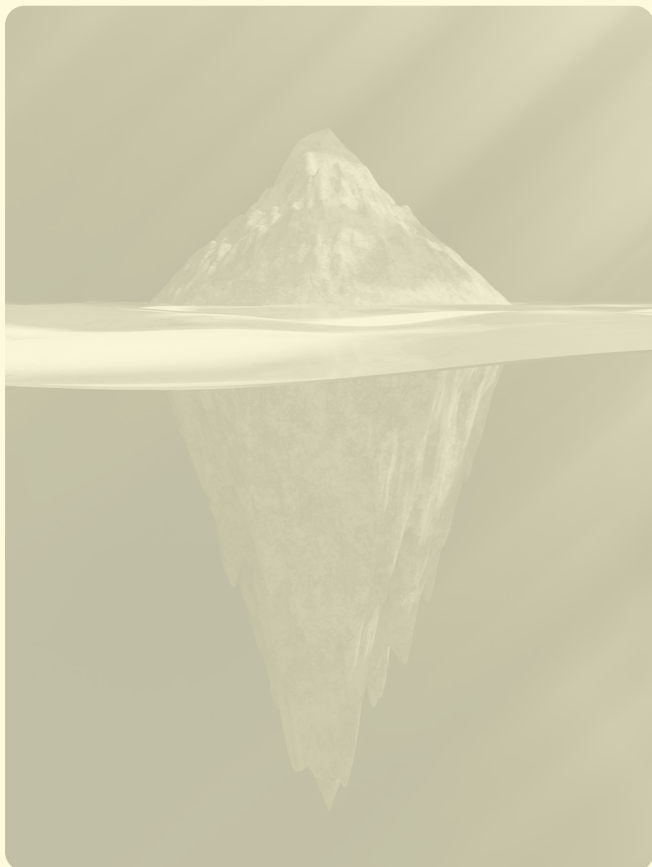
one's own. An open and collaborative management style can make all the difference and be the key to one of the most effective solutions in conflict: building a culture of listening and collaboration among friends, family, colleagues, and bosses.

# Work independently

Enneatype Nine can be considered an ideal worker in any type of work environment because their distinctive traits are often indicative of a proactive and positive attitude that fosters collaboration and the transmission of information between colleagues. In this section we will examine the behaviour, challenges, and strategies they can adopt to succeed in work situations where autonomy is required.

Enneatype Nine is naturally endowed with a strong inner balance that makes them **autonomous** and **independent**, they are well able to move independently to handle tasks without missing others. However, their weaknesses of stubbornness and tendency to avoid conflict can be an obstacle in managing work independently.

In fact, these two approaches combined can potentially undermine their ability to work productively when acting alone: **avoiding questioning with themselves about the efficiency or effectiveness of their way of working** (stubbornness)



with their unwillingness to seek confrontation with others about their way of working (if they find opposing directions or is making mistakes they may suffer criticism or a confrontation they do not want). To overcome this kind of obstacle and work, therefore, independently and effectively, the Enneatype Nine must adopt an open and cooperative attitude, challenge themselves and be willing to listen to the ideas of others, consider their points of view, and be willing to rethink their routines and approaches.

Enneatype Nine also can handle stubbornness and the tendency to avoid conflict by using these traits as a source of motivation rather than an obstacle to work. This skill requires a considerable level of self-awareness as well as the ability to recognise when these tendencies are interfering with one's ability to work effectively.

A useful tool for this purpose can be to use one's autonomy and freedom of decision-making constructively. It is important for the Enneatype Nine to be able to make autonomous decisions and **take responsibility for their own actions**, but at the same time they must be ready to accept the advice of others and adapt their work accordingly. The Enneatype Nine may have to work on the ability to **take responsibility for their own mistakes**, learning from them instead of avoiding admitting them or trying to hide them.

To work autonomously effectively, the Enneatype Nine should also develop a number of specific skills and abilities: to organise their own work effectively and to plan their activities for the short, medium and long term. They must be able to distinguish between the most important and less urgent activities, and devote their energy and attention to the most relevant activities. In addition, they must be **ready to adapt to changing work situations** and be flexible in their approach to activities.

It is also important that the Enneatype Nine knows how to cope with and solve problems that arise during work, using their analytical and creative skills to find effective solutions. In fact, they usually work with a clear direction to follow and may experience discomfort if the role they have been given requires constant choices and decisions that do not create habits in which to find themselves.



Because of its great ability to be autonomous and independent, Enneatype Nine does not require special supervision from its leaders on its efforts, but supervision is often sufficient, not forgetting to make periodic checks that offer those suggestions and advice that Enneatype Nine struggles to ask for.

## In summary

Enneatype Nine has a good ability to work independently and effectively through a number of specific skills and abilities: organisation, planning, prioritisation, flexibility, and problem-solving skills. They must be willing to adopt an attitude and manage constructively their stubbornness and tendency to avoid conflict that sometimes leads them to perpetuate inefficient or ineffective ways. With the right combination of these qualities and skills, the Enneatype Nine can become a highly autonomous and effective worker who can achieve their goals and **contribute to the success of the company.**

# Teamwork

Enneatype Nine can be a **great asset in a team**. Capable of carrying out their own activities but willing to support others, they become pleasantly involved in ways of socialising that foster team spirit with a view to harmony and balance.

Enneatype Nine prefers proven procedures and predictable results, and the relationship with authority is good if advancements and rewards are clearly established. In groups, they assume positions and viewpoints of colleagues and tends to be a harmoniser.

They can be an **excellent mediator**, but are not hungry for recognition. However, if one fears sparking up conflict, they may not be able to offer alternative solutions to the group, and tend to refrain from taking responsibility. The favourable environment may be one of routine work with precise and determined procedures.

Enneatype Nine may therefore prefer bureaucratic work. Well-directed, the Enneatype Nine is a certainty of **commitment, dedication, and support**. Major workloads or stressful situations however do not undermine their willingness and ability to be supportive of others, to show a spirit of cooperation and confrontation to problems and solutions to be implemented. Fearful of new things but ready for implementation, they appreciate the ability of those leading the team if they can be clear and in the right ways in conveying guidelines and directions. In fact, it is with this clarity that they will then move smoothly in the execution of their tasks by activating that ability to work well independently that sets them apart. When responsible for a team, Enneatype Nine is usually highly valued for their ability to listen to diverse perspectives and approaches to problem-solving.



Their **empathy** is recognised as a great strength of their **gentle leadership**. In order to maintain this reputation, however, they must remember that at some point, particularly when a decision must be made if they are in charge of it, they will sometimes be unable to seek unanimous consensus at all costs. The risk of exposing themselves by displeasing someone and putting themselves in a situation of conflict could limit Enneatype Nine's assertiveness, thus undermining their credibility with team members who expect them to make clear-cut decisions.

## In summary

In teamwork, a great strength of Enneatype Nine is their natural propensity to get along well with others by fostering and **actively participating in harmonious and fun contexts**. They become, therefore, a stimulus in informal socialising situations, know how to be funny, and can make an important contribution to creating that fundamental glue to stimulate that downplaying and ironic team spirit that is important for them and for the team.



# Ability to delegate

For a temperament that is sometimes stubborn and tends to avoid conflict, managing delegation can be a major obstacle. But Enneatype Nine actually has all the skills needed to manage it effectively; they just need to activate awareness about their strengths that will enable them to do well and their areas of weakness that may hinder them.

First, it is important to emphasise that the ability to delegate requires constant attention to the needs and skills of the work team, as well as the ability to manage the emotions and expectations of others. On this the Enneatype Nine is very strong with innate skills, they are ready to listen to the ideas of the team and to collaborate with others to understand who has the skills and abilities needed to perform a specific task. Therefore, they know how to show an attitude of openness and attention to the delegations to be assigned, easily managing to establish a **trusting relationship** and a **constructive and open feedback mode**.

While having traits of stubbornness and conflict avoidance tendency, they can learn to be constructive and proactive in managing tasks to be delegated. It is precisely stubbornness, for example, that can be used as a weapon to vigorously bring a project to completion, while the tendency to avoid conflict can be managed through a system of short-term deadlines, thus reducing long lead times that could accumulate problems and misunderstandings later difficult for them to deal with.

To improve delegation skills, Enneatype Nine can start by organising the team so that each member has a well-defined area of expertise. This will make it easier for them to assign tasks and responsibilities, as well as to identify any problems or gaps in team members' competencies.

In addition, Enneatype Nine should enhance their ability to **manage communications**: actively listen to others and use **clear, direct language** to ensure that team members understand exactly what is required. In this way they will avoid annoying and unnecessary repetition. Finally, they should be prepared to take responsibility for possibly changing task assignments if they see fit, overcoming reluctance to address employee complaints or disappointment.



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In addition to monitoring the situation to ensure that the work is done effectively, they are required to have **planning and deadline management skills**, as well as constant attention to detail, which will go a long way toward correcting the limitation of procrastination and preventing it from cascading down to those who receive delegation from them.

If it is Enneatype Nine who receives a proxy, they will be **reliable, conscientious, and thorough**. There will also be no alignment problems with them as they will readily comply with the requests that come to them.

## In summary

Although Enneatype Nine may encounter some difficulties in managing delegation, it is possible that they will acquire the skills and abilities needed to manage it effectively. The key is an **attitude of openness and attentiveness to the team**, an organisation of work that includes division of responsibilities among team members, planning and management of deadlines, and clear and direct communications. All the traits of the Enneatype Nine temperament can thus contribute to making the Enneatype Nine a highly effective and successful leader in the work environment, appreciated by colleagues and co-workers for both their human and professional qualities.

## Conclusions

Enneatype Nine is calm, accommodating and **peace-oriented**. They are often very empathetic and able to grasp and understand the needs and concerns of others. They present themselves as calm, reflective and kind; they are valued for their **ability to find conciliatory solutions** and has a strong desire to create harmony and peace in relationships. However, they may also exhibit passivity, tend toward procrastination and a lack of initiative.

Enneatype Nine possesses a **strong sense of balance in life** and is perceived as mature and reassuring by others. They are able to create a serene and harmonious environment by collaborating in a team but, at the same time, they can be autonomous and independent when required. Their empathy, willingness to listen, calmness, open-mindedness, and ability to instill confidence in others make them a valuable asset to those who meet them and those who interact with them.

However, Enneatype Nine also has several aspects of vulnerability: they may find themselves putting off important decisions or actions to avoid conflict or tension. Moreover, their passivity is likely to limit their freedom and autonomy, preventing them from expressing themselves and moving purposefully through life.

On some occasions they may show stubbornness and **tend too stubbornly to avoid conflict**. This can be a problem if interpreted as a sign of being closed to dialogue and welcoming positions different from their own. An **open and collaborative management** style can make a difference and be the key to conflict resolution, building a culture of listening and collaboration among colleagues and co-workers.

With the right combination of qualities and skills that are peculiar to them (organisation, planning, priority management, flexibility, and problem-solving skills), the Enneatype Nine can become a highly autonomous and efficient worker, capable of reaching goals and contributing to their achievement.

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Although they may encounter some difficulties in managing delegation, Enneatype Nine can nevertheless acquire the skills and abilities needed to manage it effectively. The key is to **maintain an attitude of openness and attentiveness to the team**, an organisation of work that includes a division of responsibilities among team members, proper planning and management of deadlines, and clear and direct communications.

The Enneatype Nine, who knows how to express their potential to the fullest, can be a highly valuable resource for themselves and the people who refer to them and about them, both in personal and in professional and corporate settings.

