

ENNEAGRAM: GIVING FEEDBACK AS YOUR TYPE AND TO OTHER TYPES

Type	Giving Feedback to a Type	Giving Feedback as a Type
1	Be specific, detailed, accurate and focused on the intended positive outcome. Be direct but not harsh; the recipient will likely take the feedback seriously and be self-critical. Get their assessment first and allow them to feel in control of the outcome.	Use your gift for being specific and accurate, but avoid judgmental language or too much detail. They may not feel the need to be as accurate or particular as you and may hear your feedback as criticism. Ask for and be open to their point of view and let go of your desire to control them.
2	Be friendly, and begin with a sincere appreciation and maintain connection with while delivering the feedback. Be direct, honest, accurate and genuine. Emphasize the impact of the behavior on other people, and be sensitive to recipient's feelings.	Your capacity to stay focused on the recipient's feelings will make the message easier for them to hear, but may also distract you from being clear and direct. Be objective and authentic, staying focused on the message you want to deliver rather than getting distracted by worrying about how the feedback will reflect on you.
3	Schedule a convenient time in advance to assure that you have the recipient's full attention. Remain upbeat and positive, focusing on the quality of the work and a positive outcome. Be specific, use actual examples and get their concurrence. Frame the feedback as a way for them to be even more successful.	Be diplomatic, but direct enough to cover the points that you want to cover and assure that the message is clearly delivered. Focus on the result rather than use too many examples to make your point. Leave room for the recipient's feelings. Remember that the recipient may not be as driven or motivated as you are.
4	Establish a meaningful connection before delivering the feedback. Be clear, direct and authentic but not accusatory or judgmental. Ask about their thoughts and feelings. Listen to them and understand their point of view, showing care and empathy as they process the feedback.	Plan ahead the points you want to cover and include a balance of positive and negative comments. Maintain your ability to be caring and empathetic, but remain rational and objective enough not to get your own feelings too involved. Stay present to the recipient's ideas, energy and feelings rather than focused on your own.
5	Schedule in advance and give the recipient notice of the agenda so they won't feel caught off guard. State clear expectations and be respectful, direct, concise and factual. Give the recipient time and space to consider the feedback, and ask for their thoughts and opinions. Remain objective and don't focus on feelings.	Maintain your objectivity and precision, but take care not to overload the recipient with unnecessary information. The recipient may not be as objective and logical as you are, so leave room for feelings or emotions to surface. Ask for and listen to the recipient's thoughts and ideas.

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6	Recognize the recipient's tendency to see worst-case scenarios and begin with reassurances about the magnitude of the issue. Create a trusting and empathetic atmosphere. Be specific, pragmatic and accurate and avoid ambiguity. Let the recipient know that you support them and that you are in this together.	Trust that your preparation is sufficient and remain calm and confident as you deliver the feedback. Focus on the big picture and a positive outcome. Allow the recipient the opportunity to take ownership rather than thinking that resolving the situation is your responsibility.
7	Be positive, direct and specific. Allow for options and creative solutions rather than requiring that the recipient stick to one course of action. Ask for their input. Make clear and specific agreements, including timeframes, and assure that the recipient is committed. Remain upbeat and focused on desired outcome.	Remain positive, but don't let your optimism obscure the message. Ensure that the central issue is communicated in context and with specificity. Stay focused on the message rather than getting sidetracked. Slow down: remember that the recipient may not think as quickly as you do. Ask for recipient's ideas.
8	Be brief, direct and truthful. Stay focused on the big picture and desired outcome and avoid flattery or bullshit. Allow space for recipient's response and for appropriate anger, recognizing that it is not personal, but hold boundaries if they are too assertive. Allow the recipient to take responsibility and to feel in control of the outcome. Bring strength and match their energy.	Take time before delivering feedback to consider the likely impact it will have on the recipient, recognizing that others may be more sensitive than you are. Monitor your energy so as not to overpower or overwhelm the recipient. Be direct but also receptive and open to the recipient's point of view.
9	Develop rapport, recognizing recipient's preference for peace and harmony. Be direct, authentic and specific. Ask for and listen to the recipient's point of view, and solicit ideas on how to move forward. Get the recipient's agreement rather than demanding a particular course of action and establish clear parameters and deadlines.	Prepare in advance the message you want to deliver. Maintain rapport with the recipient, but also be direct, stay on point and clearly deliver the message you want to deliver without getting sidetracked by less essential ideas. Stay present to yourself and your point of view.