

---

# The Reformer

---

Report for Enneagram  
Style One

PEOPLE  
LAUNCHING  
peoplelaunching.com

---

# Contents

## Full Report

This report specifically addresses an advanced understanding of a person whose style is One: The Reformer.

03

### Introducing Your Style

Summary, Motivation and Core Fear

04

### Let's Get More Specific

Wings and Subtypes

06

### Your Circumstances

Childhood, at Work and in Relationships, Stress and Security

08

### Gold & Shadow

Gold & Shadow, Levels of Health

10

### Your Next Step

Learn more about how you can get equipped to help others.

---

## Your Enneagram Style: One

# The Reformer



### Summary

As Reformers, Ones work constantly to improve themselves and the world around them. They do this by following the rules, taking responsibility, and doing everything with excellence. Ones live by high standards, desiring accuracy and order.

Ones are hard workers. You can trust them to do a job and do it right. They are self-disciplined, diligent, and reliable. They do their part and expect others to do the same. Ones are thorough, pay attention to detail, and find comfort in methodically following a routine.

Ones do the right thing. They are known for their integrity, principles, and ideals. Ones value honesty, objectivity, and fairness. Their keen moral compass helps them quickly discern wrong from right and gives them the ability to make corrections easily when things are amiss. They can easily see what is wrong and know how to correct it. Sincere and conscientious, Ones are aware of what's appropriate and strive for respect.

Reformers do what they do in order to make the world a better place to live.

---

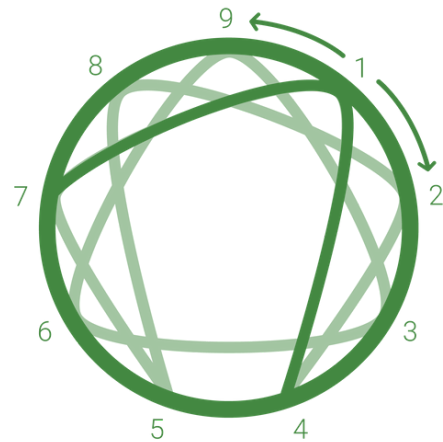
### Motivation & Core Fear

Ones are motivated by the desire for perfection. They seek after an ideal in all areas of life, feeling that they have done their best and gained a satisfying sense of worth because of it. This motivation is driven by their fear of being imperfect and the feeling of unworthiness and condemnation that accompanies it. While they greatly desire perfection, they have developed a core fear that they must be good and do what is right.

# Wings

Each person is unique. Thankfully, the Enneagram recognizes this and actually shows how each style carries “flavors” of the other styles.

On the diagram to the right, the lines on the outside of the Enneagram drawing (pointing from the One to the Nine and the Two) are called “Wings.”



If you've taken our assessment, your wing is the higher score between a Nine or a Two.

## ONE WITH A NINE WING

This variance is often called “The Idealist.” Having Idealist tendencies means that you are probably generally cool and relaxed toward people as well as objective and introverted. You can also be impersonal, stubborn, or detached when you're trying to ensure perfection or maintain moral standards.

## ONE WITH A TWO WING

This variance is often called “The Advocate.” Having Advocate tendencies means that you are probably action-oriented with a warm, vocal, and sensitive approach toward people. You can also be more critical, image-conscious, and controlling when you're trying to achieve perfection or making sure you're accepted and morally “above reproach”.

# Subtypes

Each style has three different "subtypes" or instincts often referred to as self-preservation, social, and one-to-one (sexual).

The self-preservation instinct is interested in safety and well-being.

The social instinct is very aware of others and how they affect those around them.

The one-to-one instinct has a higher drive for intimacy in another person.

## SOCIAL

- More than the other two, this subtype takes pride in finding the "right way" to do something.
- They are often inspirational to others and make great teachers. On the other hand, this mentality that can tempt them to believe that they are truly superior to others.
- They can be very rigid and believe that they know what is the right way which doesn't allow room for other perspectives.
- Their anger helps them to be "perfect" for others to model after.

## SELF-PRESERVATION

- This subtype is a true perfectionist. They strive for perfection in all areas such as eating preferences, exercise, maintaining a household budget. Their life is carefully planned out.
- Their anger is repressed and mainly turned inward toward themselves.
- They are neat, structured, punctual, and will keep control over chaos.
- The defense mechanism for this subtype is reaction formation - their anger will turn to warmth and friendliness

## ONE-TO-ONE

- This "counter-type" behaves much differently. They focus more on perfecting others and society more so than themselves.
- They express anger more readily in order to get what they want and to help others improve.
- They believe that they have an obligation to help others change because they believe they know the right way things need to be.
- This type may look like an Eight because they express their anger outwardly and tend to be more impulsive.

Note: You use all three of these, but one is more influential upon your style. Also, the order of intensity of these three is why you can be very different than another person with the same style.

---

# Your Circumstances

## Childhood

As children, Ones may have wanted to be a “good boy” or a “good girl.” Ones were commonly rewarded in their childhood for good behavior and punished for bad behavior. Instead of simply modifying their behavior (as other children might), Ones often absorb this reward and punishment system, making it central to their identity. Ones usually learn to see themselves and others in terms of being “good” or “bad.” This leads to a strong inner critic as well as a passion to help reform the world..



## At Work and in Relationships

Ones can be responsible, excellent workers especially when they are operating from a place of health. At their best, high-functioning Ones embody true wisdom, particularly able to discern the most compassionate and appropriate action to take. They radiate nobility and inspire others to live out their highest values. At the same time, they are often gentle and humane.

Ones can misuse these characteristics and often feel annoyed with the imperfections of fellow human beings. In their weaker moments, Ones can become critical and grow “nitpicky,” correcting others at every turn.

This can create a backlash of criticism from their co-workers and close relationships.

Ones can become uncommunicative, depressed, and moody because of their repressed anger. Ones need to accept an imperfect world and rest in the middle of it, by receiving the love and moral goodness from a higher power. When they do, Ones can treat others and themselves as a “work in progress” and have patience as they (and others) continue to grow develop. They can also feel a profound connection and kinship with everyone they encounter, giving them an abiding patience and affection for all humanity.

---

# Stress & Security

The lines on the inside of the Enneagram drawing (pointing from the One to the Seven and the Four) are called “Arrows.” They reflect how a person operates in times of stress or security.

Generally, Ones gain a few characteristics of Fours under stress. They can become depressed or feel hopeless when others don’t measure up to their expectations. But when Ones operate healthily, they can also grow more creative and inspirational in these stressful moments.

In a more secure or relaxed setting when Reformers feel comfortable expressing their innermost thoughts and feelings, they gain a few characteristics of Sevens. They normally lighten up and can grow more optimistic, spontaneous, and playful. This feeling of security also allows Ones to express anger, guilt, or grief over an imperfect world, resulting in restless mindset or excessive behavior.



# Gold & Shadow

When Ones are motivated to attain perfection for themselves, the dark side of their personality will emerge. They will often feel frustrated, critical, and resentful. But when Ones have most of their deepest needs met and are well-loved, their perfectionistic motivation diminishes and their gold emerges. They seek to help improve the world with serenity and joy.

The following table shows your responses in the assessment. Typically, they are your characteristics when you are healthy (gold box) and your characteristics when you are unhealthy (gray box):

## Reliable

I am dependable and responsible.  
I do what I say I will do.

## High Standard

I set the bar high in my life and for others as well.

## Disciplined

I make a detailed plan and then take purposeful steps to accomplish it.

## Ethical

Rules are good. I follow them and believe everyone should, too.

## Conscientious

I can be counted on to do a job right and well.

## Perfectionist

I don't like making mistakes. I like to do things "just right."

## Critical

I can come across as critical and judgemental.

## Overly Structured

I don't like change. I like to make a plan and stick to it no matter what.

## Uptight

I am high strung and have trouble relaxing.

## Rigid

There is a right way and wrong way. I do things the right way.



## Healthy

Healthy Ones commit to serve others with integrity. They exhibit compassion and grace in the heart of a healthy One. They are able to readily forgive both themselves and others. They are also able to demonstrate patience while remaining principled and responsible. They have a keen eye for what is ideal but are able to balance that ideal with reality.

Healthy Ones are wise, measured, kind, and respectful. They have a deep sense of responsibility to do what is right and to make the world a better place for everyone. They have the ability to see what is right and wrong and do not hesitate in taking a stand for what is right (regardless of personal cost). They are committed to doing what is ethical and couldn't live with themselves if they chose to do otherwise. It is not about what other people think as much as following their inner moral compass. A perfect example of a healthy One is Atticus Finch in *To Kill a Mockingbird* who said, "Before I can live with other folks, I've got to live with myself."

## Average Health

Average Ones tend to focus their attention on errors and imperfections in order to bring about improvements. They have a very loud inner critic, much like having a judge and jury constantly pointing out mistakes. This inner critic has them in constant pursuit of perfection--in themselves, others, and in the world. Average Ones try very hard to achieve this elusive perfection, hoping the inner critic will finally quiet down and stop berating them. Here's the problem: the more they try to appease the inner critic by striving for perfection, the more they see their mistakes and imperfections. Average Ones often struggle to accept that imperfection is an inevitable part of being human.

## Unhealthy

Unhealthy Ones worry and compare themselves to other people. They become fixated on the smallest imperfections in themselves, others, and the world. This obsession leads to asserting control through micromanagement in order to relieve themselves of the inner critic's tyranny. Unhealthy Ones demand perfection of themselves and others, giving into anger, criticism, disappointment and resentment when their high expectations aren't met.

---

# Next Steps

Here are some helpful steps in how you can boost your understanding of yourself the people around you.

## Personalize It!

Begin by reading through your report with purpose. Grab a highlighter and mark any word or phrase that is especially true of you. This process will help you evaluate your results and “hone in” on the truths that are most applicable to your growth.

## Team Building

This study is perfect for groups and leadership teams. Your group will grow in empathy, understanding, and in the ability to speak to one another in a more personalized way.

## Spiritual Questions?

Since the Enneagram emphasizes emotional health and character growth, it's a great tool to explore the spiritual beliefs that drive your motivations.

We also have courses for leaders who want to learn all nine Enneagram styles from a Christian perspective. To learn more, click the link below.



[Click Here to Preview Courses](#)

## Coaching

We're happy to help boost your self-awareness, spiritual vibrancy and giftedness for individuals, couples and teams. We will customize our time to meet your needs and desires.

---

## Speaking

We are equipped to help boost productivity, unity and the health of your leadership team through retreats and conferences. Email us at [john@peoplelaunching.com](mailto:john@peoplelaunching.com).