

undercover approach: “This indirect assertion makes you seem manipulative to your peers.”

Echoing comments from her staff, Emily’s peers said she had trouble giving candid feedback: “She lives in a world where she believes the best of everybody and seems to downplay any negative feedback.” Mary bolstered Emily’s confidence in her own ideas and opinions. She assured Emily that instead of “those little white lies,” Emily could learn to tell her peers what she did not like. Mary suggested, “It’s O.K. to share with them how difficult it is for you to give negative feedback. You can tell them you need the practice, and you want to be a real member of the team, not the relationship guru.”

Emily had supported others so well that her colleagues had encouraged her to take that behind-the-scenes role. That met their needs. It took conscious effort for Emily to take credit for her own ideas, to assert herself more directly, and to make sure her own needs and problems became part of the mix. In spite of her personal skills, Emily did not form clean emotional relationship, as some comments by the group indicated: “Though she’s friendly and sincere, there’s always that sense of maintaining a certain reserve.” “She doesn’t seem to want to reveal herself, but rather to find out what she wants to know about me.”

As Emily began to honor and acknowledge her own needs, she discovered her inexperience with the real intimacy built by sharing one’s whole self. She learned to recognize and stay with her authentic needs. She realized that she had also been attracted to romantic relationships in which she felt needed, which forestalled intimacy. Her new focus affected her personal life as well as her professional life.

Coaching Style Two

Twos are highly relational. Match this focus as best as you can. Unless you also are a Two, accept that your emotional decibel level will probably be a bit lower than your client’s. Be personal, emotionally present, and genuinely appreciative. Don’t expect your logical strategies to be effective with these clients. If you jump in too quickly with analysis you may lose them. If you fail to listen deeply (their needs are well hidden) you’ll miss some important clues. Even when you do discover unstated needs, share your personal emotions instead of merely a logical response. Twos respond better to *feedback* than to *feelback*.

In an e-mail inquiring about coaching, John described his friendship with a married woman, Gloria. “This woman,” he wrote, “whom I adore, is set on self-destruct

Helping others, that’s the main thing. The only way for us to help ourselves is to help others and to listen to each other’s stories.

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and I think I can save her. She thinks I can save her. I understand that I am exhibiting classic Two characteristics and despair that I can ever come to a place of equanimity about her. I'm so good at relationships in general, I can't figure out why I want to keep someone like Gloria in the wings to drive me crazy."

John admitted to Mary during their first coaching session, "I feel a sense of power and excitement when I'm able to seduce powerful, beautiful women like Gloria into being close to me. I impress them. In the strongest of these liaisons I often feel like the child, but take on the role of father. I flatter and make myself indispensable." Within a few sessions, John became aware of the long unmet needs these "dangerous liaisons" addressed. "As a child I desperately tried to please my mother and win her love I had a gagging awareness this week of reliving this in my attachment to Gloria. She, like my mother, is emotionally remote. I would do anything to get her attention, her appreciation, and her spontaneous expressions of affection. I feel tremendously sad about that."

Save any logical analysis with Twos until they become more self-aware and receptive to pattern information. Then guide them to self-discovery through caring and deep listening. Here's what John discovered: "Over the years I've tried to stockpile evidence that I'm okay, a good person. It takes much energy to guard and sustain that hoarded evidence. It keeps dissipating, seeping out and vaporizing, and I have to start all over again. I compile lists of who likes me, even who loves me. I plan carefully to use my energy wisely and surround myself with those who help restore my depleted self. But I burn it off like gasoline in high peak moments that leave me gasping as soon as the moment passes."

The following four sections spell out in detail what to look for as a coach and how to help Twos shift to giving without strings instead of losing themselves by taking care of others.

Gives to Get

Healthy Twos care for people unconditionally. They derive deep satisfaction from seeing and encouraging the development of others. In a business situation they typically give excellent customer service. Mary Kay Ash was an Enneagram style Two, as is the culture of her Mary Kay Cosmetics organization. She articulated the Two creed like this: "Outstanding sales depend on your ability to think from the customer's point of view and understand and respond to your customer's best interests." Ash elevated giving to get into a cosmic law: "All you send into the lives of others comes back into your own. If you give the very best you have in whatever you do, the best will come back to you in a boomerang effect."

Pay attention to these four habits of in-the-box Twos:

Gives to get

Puts people before objective standards

Always works through people

Suffers from identity problems