



## **EPISODE 81 Are You In The Right Job For Your Enneagram Personality Type? Part 1**

**With guest Dr. Karen Barnard**

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KB: “I love for the type three to ask themselves if I didn't have to be what I think I need to be, what would I want?”

HF: Welcome to The Doctor's Crossing Carpe Diem podcast. If you're questioning your career in medicine, you've come to the right place. I'm Heather Fork, a former dermatologist and founder of The Doctor's Crossing. As a master certified coach, I've helped hundreds of physicians find greater happiness in their career, whether in medicine, a nonclinical job, or something else. I started this podcast to help you discover the career path that's best for you and give you some resources and encouragement to make it happen. You don't need to get stuck at the white coat crossroads. So pull up a chair, my friend, and let's carpe that diem.

Hello, hello and welcome back to the Doctor's Crossing Carpe Diem podcast. You're listening to episode number 81. One of the questions I'm often asked is “Heather, what do you think would be a good job or work environment for me?” I love this question. Not because it has a simple answer because it doesn't, but it's a great question to consider when you're trying to be happy and find fulfillment professionally.

One of a number of ways I help my clients answer this question is by evaluating their personality type using the Enneagram personality assessment. In some of the previous podcasts, I've mentioned the Enneagram type of my guest and its relevance to their

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career, but I have not yet devoted an episode to talking about the Enneagram personality system itself. And it was through taking the Enneagram assessment back in 2003 that I first began to have an understanding of how I had gotten so far along in a career that wasn't ultimately the right fit for me. I have to say it was a big “aha” moment.

Since that time, I've done extensive training in the Enneagram and used this assessment with all of my clients. This enabled me to see the Enneagram results for hundreds and hundreds of physicians, and be able to use this knowledge in a targeted way in my coaching.

The two main ways I use the Enneagram are one, to better understand what type of work and work environment would be a good fit for my clients. And two, as a tool that they can use for greater self-understanding and personal growth.

I have a very special guest joining me to discuss the Enneagram. Her name is Dr. Karen Barnard. Dr. Barnard is a former academic endocrinologist who transitioned after 20 years of practice into full-time coaching. Karen was certified through the same coaching program that I attended, and she is one of my top referrals for physicians seeking career coaching.

Karen and I are going to be doing this as a two-part series so we have enough time to cover each of the nine Enneagram personality types. We will be giving you a brief description of each type, as well as looking at what kind of work or work setting this type may be drawn to and sharing a few recommendations for personal growth.

If you'd like to take the Enneagram test before listening to the podcast, there is a link in the show notes, or you can go to the Enneagram Institute website. An “Ennea” stands for nine. It's spelled Enneagram. So, if you go to [enneagraminstitute.com](http://enneagraminstitute.com) and select the RHETI test, it's \$12 and it takes about 30 minutes and you can go ahead and get your

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results, or just continue on with us now. I can't wait to get started. So let me welcome our wonderful guest to the podcast, Dr. Karen Barnard. Hey Karen, it's so great to see you.

KB: Hi, Heather. It's so amazing to be having this conversation about the Enneagram with you. And I really want to thank you for inviting me to spend this time with you. I also want to take this opportunity to thank you for the high-valuable help and resources you provide for physicians who are at the career crossroads.

HF: Oh my gosh, Karen. You're so welcome. And I have to say I love having you as my partner in crime and helping physicians at the crossroads because we need more coaches and you do a fantastic job. So, I'm really glad to be able to refer folks to you since I can't handle everybody.

KB: Well, thank you so much. I'm so honored to be doing this work alongside you.

HF: Yes. And I just have to comment on your accent. Karen is from South Africa. I love the South African accent. It's so beautiful to hear your voice. And so, thank you for bringing that with you too.

KB: Thank you, Heather.

HF: Yes. All right. Well, if you want to share a bit about your relationship to the Enneagram.

KB: Yeah. I was first introduced to the Enneagram in 2018 and I just immediately took to it. And when I started my coaching, I really looked into it a little bit more in detail to see if I wanted to use it with my clients. And I love that it has this long track record of being used as an assessment. It's been validated across the globe in different populations. And I really use it with my clients similar to how you use it as a personal and a professional development growth tool.

HF: Yeah. We love the Enneagram, so we share that. And I love that you bring out that it's been around for a while. What's interesting is that it's become so much more prevalent. You hear all these famous people referencing their Enneagram type and even see it on dating apps. People are saying my Enneagram type is such and such. So, it's been around for a long time, but it's becoming one of the go-to personality assessments.

KB: Yes. And I think what I love about it because I've done several of these different types of assessments is that the Enneagram doesn't put you in a box. It actually shows you who you are as a whole personality expression, and then shows you ways maybe how you can get out of the box.

HF: Yes. I love that you said that because people often think when you do a personality assessment, it's putting you in a box, but I love how Russ Hudson, one of the big teachers of the Enneagram says "We've already put ourselves in the box and the Enneagram helps you really get out of the box", like you said.

I just want to explain a bit about the Enneagram and what it means when you get a type. For example, it's believed that early on, usually by age seven, we have taken on a personality type and that's thought to be based on our temperament and then the environment that we're growing up in. And we take on this type, which could also be thought of as a role or a strategy to help us cope.

For example, someone might take on the helper type in a family dynamic where they perceive that helping out and being useful and meeting needs is a way for them to belong, to get love, to have security.

And there are lots of gifts that come from taking on these qualities. For example, someone might be the peacemaker in the family where they're really about helping with harmony in the family. They subjugate their own needs and wants in a way to go along

to get along. Because there might already be a sibling who has needs or family that's a bit disruptive. So, they're going to be the peacemaker.

When we take on these, the strategy, there are gifts that come from it. We exercise these abilities, we hone them. We become really good at it. And in the Enneagram, they like to say that our gifts become our liabilities when they're overdone. And we'll be seeing that as we talk about the types.

What the Enneagram helps us do is identify “What is that underlying hook? What's that driver for us to be a helper or an achiever or the observer or the peacemaker?” What's great about that, but then how to sort of unhook ourselves from the unconscious part of that so we get to choose more how much we help and when we help. And so, the gifts become more of a choice on how we use them and the liabilities don't interfere with our joy of being who we are.

KB: Now, Heather, I love how you emphasize that it's these nine points that are in the Enneagram. And in fact, when I go through this with my clients, I say “Here, when we get the report, we are looking at your personality fingerprint.”

HF: Yes. Can you say more about that? Because when we get our results, it's not like they say, “You are the peacemaker. End of story.” What does it look like?

KB: Yeah. What you'll get is a score from zero to 30 for each of the nine points. And of course, you'll have your primary type. That's usually your top scoring point. And then that's usually an area of your personality that is your primary type, that your most developed type, and then all the different scores for the rest of the points to your lowest point.

And some of us, when we look at our fingerprints might see, “Wow, we are really low scores on some of these points.” And maybe think about ways where we can grow in

those points or begin to look at how we want to express those more in our lives. For example, when I was first introduced and I got my results, I had a really low score on seven and I was asked, "When did you last have fun?"

HF: What does seven say? Tell us what the seven is.

KB: Oh, the seven is the enthusiast, that fun person who's joyful and spontaneous. And I honestly couldn't remember the last time I had fun. And so, that was my growth opportunity. It was to say, "Wow, my fun muscle is atrophied somewhere along the line." And so, I could incorporate some more fun into what I was doing at work and in my personal life.

HF: Yes, yes, yes. And I like that you mentioned the seven, because seven is often low in physicians, not as much in emergency medicine physicians. We will be talking about that. But in physicians in general, that's a great growth point for them to just allow themselves to be more spontaneous and have fun. And so, the Enneagram helps you see that and identify it. And it's a big permission slip.

KB: Exactly.

HF: All right. We're going to go through types 1, 2, 3, and 4 today. And then in next week's episode, we'll do 5, 6, 7, 8, and 9. All right. I'm going to start with a type one. Just give you a brief description here.

The ones are called the perfectionist. They're also sometimes called the reformer and they're principled, disciplined, rational, and idealistic. They often focus on what can be improved and made better, which can lead to perfectionism in themselves. And also, sometimes unrealistic expectations in others.

They're very willing to work hard for a cause they care about without much short-term reward. They feel very strongly about injustice and writing wrongs and doing things with integrity. Some famous type ones are Gandhi, Nelson Mandela, Sandra Day O'Connor, Ruth Bader Ginsburg, Martha Stewart, who is quoted as saying, "I am a maniacal perfectionist." Tina Fey and Mr. Spock from Star Wars.

The type one, the perfectionist, as you can imagine is very common in physicians. That may be your primary type or you may have a lot of the type one. And whether it's someone's brain or a cupcake that you're working on, perfectionism has its place. We wouldn't want someone to be doing surgery and opening up a book like they're reading a recipe for the first time and say, "Okay. Well, I'll just wing this and good enough is good enough."

Perfectionism has its place. We know too that like any gift when perfectionism is overdone, we start getting into obsessive-compulsive behaviors, physicians not allowing themselves to make a mistake and just really putting too much pressure on themselves. And that can happen with their expectations for other people.

KB: Yeah. And so, Heather, what would you say? What kind of work or even work setting might the perfectionist be drawn towards?

HF: Okay. Before I go any further, I just want to say this and we'll be saying it a lot, that any type can do any kind of job. As you'll see, when we mention these famous people, there's a range of what they're actually doing. And we've had a president be from every single type. So, there's really no limitations, but there are tendencies and preferences.

For example, the type one really loves improving things. If they're able to be in a job where they're involved in process improvement, looking at how something is done, making it more efficient, assessing quality, that's going to be a good fit for them. Whether it's clinical medicine or nonclinical.

One might be drawn into the regulatory space in pharma. They're very good at looking at guidelines, making sure they're being followed. And that could also be in utilization management. They're not going to just make up their own guidelines or bend rules, which can also translate into being a really great expert witness or doing independent medical exams.

I have some type ones who do that work, and they're very good at standing in that current of the opposing sides and staying ethical and bringing their integrity into this space. They're often teachers. I have a number of clients who go into teaching and really like educating and mentoring. That's a very common area for them as well.

KB: Incredible. Heather, I feel like we can all learn something from the discipline and high standards of the one. And so, what would you say is a helpful growth tip for the one perfectionist?

HF: I have two words. Curiosity and joy. Curiosity is a great antidote to judgment. Whether you're judging yourself, you might be curious like, "Why exactly do I need to have this X-ray perfect?" For example, I have a client who's an orthopedic surgeon and he would see the patient in the clinic and they'd be happy and be happy with the result. Then he'd look at the X-ray and was never perfect enough, never good enough. And so, he was always feeling bad, but he could just get curious about, "Well, does that really need to be that way?"

And you can also get curious when you might be judging someone, if someone isn't quite doing the job the way you want them to, or they're late. To first get curious and try to understand their perspective and just ask them some questions. Joy can come in when the tightness of the ones of always having to do better and improvement all the time and allow yourself to just find joy in what you're doing and who you are.



It reminds me of a client I have who said, “My wife always loves it when we go on vacation because I'm more relaxed, I'm chill and I'm funny, I'm fun.” She goes, “Can't you just channel a little bit more of that when we're home?” There's permission to just bring that joyful spirit to what you're doing.

KB: Oh, that is so beautiful. And I think that for the ones, and we all have our own version of the inner critic, but the ones inner critic is particularly harsh. And connecting to what's curious is to maybe even... I'll sometimes encourage my clients, who are ones, to say out loud “What is right about this situation as opposed to what is wrong about it?”

HF: Yes. That is such a great reframe. And the interesting thing is, ones are often right. It's how they go about letting other people know that they're right. All right. So, Karen, would you like to take us to type two, the helper?

KB: Oh yes, I'd love to take us to the helper. Now, the type twos are so loving and kind and empathic and generous. Actually, it can be quite self-sacrificing. They're highly intuitive. Twos can walk into a room and sense who's suffering and go to that person and meet their needs. And they can relate to almost anyone. They really are just natural helpers and they make excellent caregivers.

When they're in leadership roles, they tend to lead from behind. If we think about some famous people who are twos, the late Archbishop Desmond Tutu, fellow South African was a two, and Juliette Binoche, and the filmmaker Ken Burns. And of course, Mother Teresa.

The focus on caring for and meeting the needs of others often results in challenges in boundary setting for the two. They tend to jump in, anticipate the needs of another and often end up neglecting their own needs.

As a result, they can actually get quite cut off from what their own needs are. And this then led to burnout and overwhelm. Even sometimes, because twos are so good at sensing what others need, they kind of expect that others should also naturally sense what their needs are and can get a little bit disappointed or even resentful if it's not reciprocated.

HF: That was a beautiful description of the type two. And we do see a lot of twos in medicine, and it's part of the recipe for burnout as well as having big followings and having patients love you and feel like they never want you to leave them.

KB: Yeah, exactly. And the two in all of us is drawn towards helping professions.

HF: Yeah. What are some ways a physician might think about types of work or work environment that would be a good fit if they are a helper type?

KB: Yeah. Because they form relationships easily and are really skilled at bringing people together, they can function really well in teams. And because they're so excellent at connecting one on one with others and having those other people really feel seen and heard, any job where they can do that and that's valued and capitalizes on these skills will be highly satisfying for the two.

Anything like coaching, mentoring, teaching, caregiving. Those roles will all be very satisfying. Whereas a job where they are maybe more isolated and doing technical work without much opportunity to connect with others may not be as rewarding for the twos.

HF: And what would you say could be a growth point for a type two?

KB: Well, more than any other type learning to say "no" and setting boundaries is crucial for a two's wellbeing. What I recommend for my clients who are twos is actually scheduling some alone time at work and at home to even just briefly connect with their own needs.

And it's important for them to understand that when they do this, it's not like they're stopping to care for others or that they'll become somebody who's just focused on themselves. But in fact, what happens when they do this is that they become more balanced. And as you mentioned earlier with burnout, they actually can get less exhausted because they are taking care of their own needs as well as others.

HF: Yes. That is the perfect tip for type twos. And when they're given that permission, they start making those changes pretty quickly and they see the results.

KB: Yes.

HF: All right. We're going to take a brief pause here for a word from our sponsor, and then we'll be right back with the type three. So don't go away.

LinkedIn has been one of the most helpful resources for my clients in landing great jobs. Initially, many of them were reluctant to put themselves out there and network on this platform. But once they created a profile and learned how to use LinkedIn strategically, they had a lot of success.

My LinkedIn for Physicians Course shows you how to create your own standout profile, have success networking, and land nonclinical jobs. To learn more about this online course, go to [doctorscrossing.com/linkedincourse](http://doctorscrossing.com/linkedincourse) or simply visit the Doctors Crossing website and hit the products tab at the top of the page. Now back to our podcast.

All right, we're back here with Dr. Karen Barnard, and we are diving into the Enneagram types. I'm going to talk about type three, which is known as the achiever. The type three is motivated to achieve success. They're ambitious, adaptable, and tend to be a bit image conscious.

They favor efficiency and getting things done, and they are prone to workaholism. They're able to inspire others and motivate them towards their own achievements.

They're adaptable in their behavior to gain the approval of others and may focus more on performing rather than being who they really are and being authentic.

They can also put their feelings aside in the service of doing what is admired by others and the culture. Famous type threes are Bill Clinton, Tom Cruise, Oprah Winfrey, Lady Gaga, the coach Tony Robbins, Arnold Schwarzenegger, and Reese Witherspoon.

A classic example that I see of a type three in medicine is the physician who will come to me, and they have a very long CV. It might be 25 pages or 30 with all these different accomplishments and achievements. And they think they should be happy because they've done all these things that they wanted to do, but there's something not quite right. And when they've achieved the next hurdle or climbed the next mountain, the satisfaction is very limited. It really doesn't change fundamentally how they feel about themselves. They feel like they need to do the next thing.

And so, this is what can happen to physicians where they set a goal. It could be becoming a physician. And they're able to put their feelings aside, put their heart in a box in the service of achieving this goal. And so, they don't really question how they're feeling until they get to the top of the mountain. And then they start asking that question of "Really, what am I doing here?"

And it can be this awakening of "I've been climbing this ladder, but the ladder isn't really against a wall that I wanted to climb." That's one thing that happened to me when I had that big "aha" is I really didn't want to go to be a doctor. I've said that before. It really wasn't my goal, but I didn't know what else to do. So, I climbed that ladder of becoming a physician. And then it was years later when I finally asked this question, "Is this what really brings me joy?" So, that's a trap that threes can get into.

KB: Well, thank you for sharing that, Heather. I love how you're showing how we can use the Enneagram to really get that insight of maybe why we're even thinking about making a career change. And for you, your ladder was maybe against the wrong wall.

HF: Yes, it was, but we can move it. We can start climbing again.

KB: Exactly. What advice do you give your clients about the type of work setting that would be good for a type three achiever?

HF: Yes. Type threes aren't quite as common as I thought they might be in medicine. They're definitely there, but I think one of the reasons why there aren't as many is, threes do like to do their own thing and they may be entrepreneurial and have a harder time working in a system. The type six is the loyalist, which a lot of physicians are, are more able to be in a corporation and be in a company, even though that's gotten really hard these days.

But threes, like for me, I'm not really a great employee. So, if they are in a work setting, they like having autonomy, like we all do, but they tend to chafe at the bit a bit. And they might be looking for a way to run their own program or be a leader in some way or start a business. There are a lot of coaches who are type threes. Threes run businesses, or be in areas where they can have a lot of ability to mentor and bring other people along and inspire them.

KB: Yeah. And you as a three, you certainly are an inspiration for so many of us, Heather.

HF: Well, thanks Karen. Like I said, I don't make a good employee, so I had to figure something else out on my own.

KB: We're all benefiting from it. Great. And so, what have you found as a helpful tip for personal growth for the type three achiever?

HF: Thanks for asking. I recommend looking at what you are neglecting by focusing on achievement and success. And often it's the personal relationships. A three might say to their family, "I'm going to get this new title or this higher position, or I'm going to have more money. I'm going to be able to provide for you." Da, da, da, da, da, but yet they're coming home really late at night or they're spending the weekends writing grants. And so, those personal relationships can get neglected. So looking at where that balance is.

And another thing for threes to think about is, "Are you a human doing or a human being?" The threes can get so caught up in doing, doing, doing the checklist, the next thing, being productive, that they don't just slow down and take time to just be a person and not worry about being productive all the time.

KB: Oh, I love that. Human doing versus human being and getting that back into balance. One of the questions that I love for the type three is to ask themselves "If I didn't have to be what I think I need to be, what would I want?"

HF: Huh, say that again. That's really powerful.

KB: If I didn't have to be what I think I need to be, what would I want?

HF: I think that's a great question for all of us. The "shoulds" we're telling us. So, thank you for that. And I think this is a great segue into type four, Karen. Would you like to talk about type four, the individualist?

KB: Yes. I would love to talk about type four. I actually love every single point on this Enneagram. The type four. All nine points on the Enneagram have creative expression, and are able to be creative, but for the four, it's very important to them that they have creative expression in their lives.

And so, they are highly self-aware people and they're emotionally quite strong and they're not afraid of emotion. Not theirs or other people. They look for deep meaning in their work, and they like to make deep, meaningful, personal connections with those around them.

Disability of theirs is to not shy away from challenging emotions. It really helps them to see suffering and respond compassionately and in action. Often people who are high type fours get involved in causes to reduce suffering. There's really that action behind seeing the suffering.

The other fundamental characteristic of the four, and in a sense, the four in all of us is the sense of being true to myself and what I do. That sense of authenticity. They don't want to be ordinary like everyone else. And they look for ways to be interesting and unique.

And one of the downsides, a little bit to feeling their feelings so deeply is they can tend to melancholia. And when they feel this way and they feel the need that they need to process all their feelings before they can do anything, it can really get them stuck. And I had a client like this who really wanted to write, and she was just never in the mood or she didn't feel like it. And once we could say, "You don't have to be in the mood for writing, you can just sit down and write." It was a real "aha" moment for her.

HF: That's a beautiful description of the type four. And again, I don't see them as common as some other types in medicine, but they're definitely there and they can be so great in that role of just listening without judgment to someone who's going through a hard time and being in that space with them there. They're incredibly intuitive and they love going to those deeper places.



KB: Yeah. And if we look at the famous people that are fours, the Sufi poet Rumi was supposed to be a four. And Anne Frank and then the artist Claude Monet and Sylvia Plath, and my favorite actor, Meryl Streep. They were all fours.

HF: Yeah, yeah. You see a lot of writers and actors and artists say they want to be able to take the personal experience and make it universal through their song or art or poetry. They're very able to express those personal human experiences better than almost anybody.

KB: Yes.

HF: What might be some types of work that a four would be drawn to?

KB: Yeah. In medicine, something that will allow for creativity and innovation and a job that will be interesting. So, anything that's repetitive or where individuality is not valued, might be a challenge for the type four. I encourage the type fours to find a work culture that values personal expression, and sort of putting your personal stamp on something as opposed to just following an algorithm.

For example, maybe not seeing patients in a corporate setting, but creating your own integrative practice model. And of course, as we've mentioned already, they're often drawn to pursuits outside of healthcare. Maybe interior design, graphic design, writing, and even coaching and counseling.

HF: Yeah, those are really great suggestions. And we're going to have some people coming up on the podcast later on who have some of these more creative pursuits so you don't need to rule them out. And do you have a growth tip? I think you've alluded a little bit to some suggestions for the four, but anything else you want to add?



KB: Yes. Just to not get stuck in the depth of emotion, but to move into action, even when you don't feel like it. And the other thing is exercise is good for all of us, but if you are a four or high expression of a four, one of the ways to get out of maybe a melancholia or not feeling like something is get some exercise. It's a great way to get out of the moods that keep us stuck as fours.

HF: All right. This completes the part of the first episode. We're going through the first four types. And next week, please come back and join us where we're going to cover 5, 6, 7, and 8, including the type 6, which is one of the very common types for physicians. As I mentioned before, if you'd like to take the Enneagram test, there will be a link in the show notes. But before we go, I'd love it if we could have Karen just tell us about how people can get in touch with her, if you're interested in having some coaching.

KB: Thank you, Heather. Yeah. I'd love to hear from people. You can either go to my website, which is drkarenbarnard.com or you can feel free to send me an email if you have a question or you're curious about anything related to career change. And my email is karen@drkarenbarnard.com.

HF: I'll make sure to put those links in the show notes so you can find them. And again, I highly recommend Karen. She's an excellent coach. And I look forward to having you join us next week. I'll leave you with this quote by Oscar Wild, "Be yourself. Everyone else is already taken." So, you are not a type. You are a unique human being. All right, guys, don't forget to carpe that diem, and I'll see you in the next episode. Bye for now.

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