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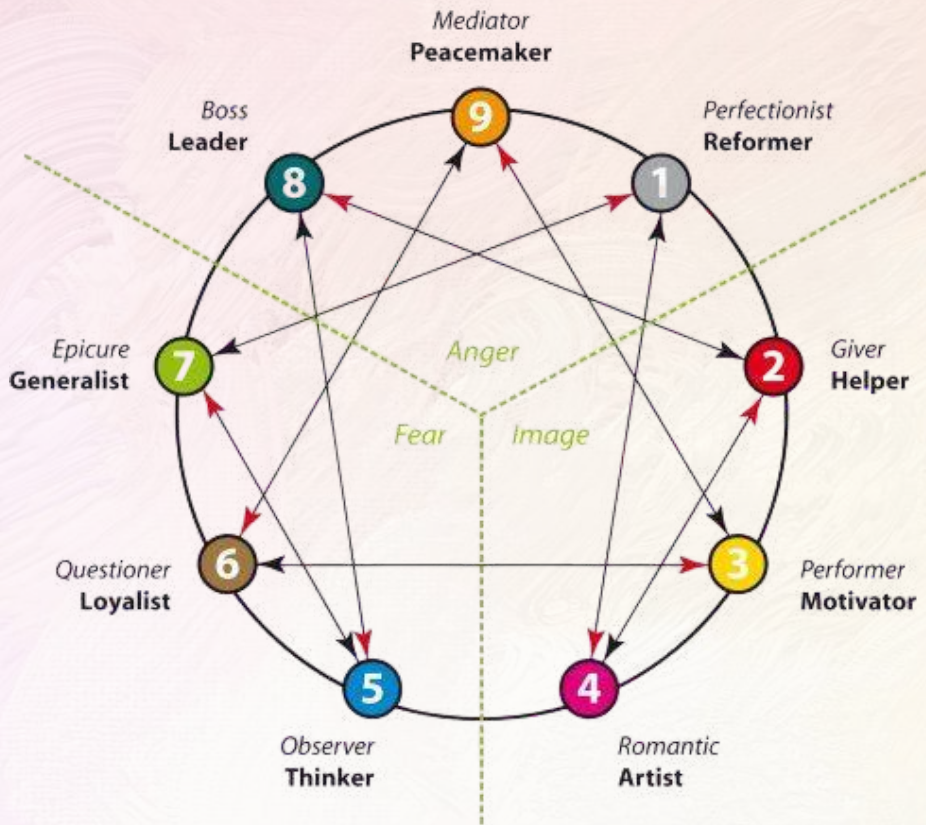
diversity

equity

inclusion

NEWSLETTER

THE ENNEAGRAM



Diverse Personalities: A brief introduction to the Enneagram

At Hungerford, we all became familiar with the StrengthFinder, and many of us also are familiar with the Myers-Briggs and multi-colored Kolbe tests. Those tests are very beneficial and insightful regarding our social, intellectual, and working style tendencies. I believe the Enneagram defines personality types even deeper. It addresses our innate motivations, our struggles, and what makes us tick. The Enneagram also fits well into explaining and celebrating our personality and motivational differences to create value for our work and personal lives. All types are defined by needs, as different needs vividly define our differences in our humanity and motivations. Additionally, all types have opposing "root challenges" and "redeemed" versions which are parallels to the StrengthFinder balconies and basements. First developed centuries ago, the Enneagram also provides illustrations which are noted below: an animal, historical figure, color, and nation, which may assist in our understanding. While there are several books on the Enneagram, the most helpful and informative one is *The Enneagram* by Richard Rohr and Andreas Ebert, though Ian Cron's *The Road Back to You* is also very good. Both Rohr (listed first) and Cron's definitions and the different types are below.

Type 1:

The Need to Be Perfect (Cron: The Perfectionist)

Ones are driven by perfection and 100% accuracy. They will re-load the dishwasher, stow away papers and books in drawers at perfect 90-degree angles, charge their phones at 97% battery life, and hunt for that \$0.02 difference on a cash flow statement. They are idealists, motivated and driven by longing for a true and just world. They were typically model children, followed all rules, and love order.

Root challenges are primarily anger and avoidance of conflict resolution, driven by imperfection in themselves and their observations but also in others.

Redeemed ones tame their anger, laugh at themselves, love nature's perfection, and become deeply rational and balanced with their words and actions. Their opinions have already gone through their perfectionist filter and are now helpful and fair insights. They see imperfections as growth opportunities toward perfection.

Their hobbies tend to be practical ones, like gardening or car washing.

Illustrations: Animal = bees. Nation = Switzerland. Color = silver. Historical figure = Martin Luther and Peanuts' Lucy Van Pelt.

Type 2:

The Need to Be Needed (Cron: The Helper)

Twos care deeply about the needs of others and want to supply everything for those in their path. They typically love hosting dinner for others (no, don't bring anything, I got it!!) giving clothing to charity, offering to be the driver for kids' soccer practice, and always bringing donuts to staff meetings. They feel perpetually like a parent, even when they were children. They tend to base their self-worth on others' opinions toward them, and immature twos struggle with self-identity. The two could be the stereotypical grandma who endlessly feeds the family, sends them home with dessert, but flips into a rage when she feels unappreciated.

Root challenges are helping others but evading their authentic selves and lashing out if others fail to appreciate their efforts. They can be possessive and have significant pride, even keeping score about how many people they "help."

Redeemed twos learn selfless serving of others, driven by the innate worth of people. If they master humility, they become invaluable friends and deeply self-aware.

Illustrations: Animal = Donkey. Country = Italy. Color = Red. Historical figure = Mother Teresa

Type 3:

The Need to Succeed (Cron: The Performer)

Threes draw their life energy from successes. While Twos ask, "Do they like me?" Threes ask, "What have I achieved lately?" They love winning and as children they loved being praised for achievements which followed them into life. They work hard, pour endless energy into projects, and love networking for the sake of doing the next big thing. They appear to go through life smiling while everything seemingly falls onto their lap, though they truly have worked hard for nearly everything they've achieved. They like to talk about their victories and love compliments. They may broadcast their 100% realization on an audit.

Root challenges are refusing helpful criticism, taking shortcuts to improve efficiency, acknowledging failures, and occasionally being deceitful in order to look good.

Redeemed threes are ideal team players that pursue truth, avoid deceit, and embrace authenticity through educational failures. They can motivate others, bring out their best in the pursuit of long-term success, and stoke others' self-confidences.

Illustrations: Animal = Eagle. Country = USA. Color = Yellow (as in the traffic light 'yield'). Historical figure = Oprah Winfrey

Type 4:

The Need to Be Special (Cron: The Romantic)

Fours are relentlessly driven by creativity, darkness, zagging when others zig, and art. If you've been moved to tears by a song, instrumental, or painting, it was likely created by a four. They have made peace with their loneliness, isolation, and uniqueness. They draw their energy from others and desire to be exceptional. Fours are often shaped by the loss of a loved one or perhaps a home. Possession is far less valuable than LONGING for possession. The anticipation and longing beat the actual item or result. There are few four accountants; often they are artists, musicians, or actors.

Root challenges include murky communications about issues masked in art or drama, significant envy of others with more style or talent, and ongoing sadness fogging their lives.

Redeemed fours understand the balance of all things remarkable and special, and they understand the human spirit better than anyone. They have a depth of feeling and can promote genuine beauty and pain.

Illustrations: Animal = basset hound. Country = France. Color = violet. Historical figure = Vincent VanGogh

Type 5:

The Need to Perceive (Cron: The Investigator)

Fives are 'head-people' seeking new facts and discovering new ideas. They contemplate, objectively seek wisdom, and tend to be good listeners. They struggle with emptiness that they seek to fill with knowledge, entertainment, and favors from friends. If twos are GIVERS, fives are TAKERS. Most fives are introverts that desire undisturbed spaces where they are not interrupted. They love pictures, science, and collecting things. Many great philosophers were fives. Before they file a tax return, they may ask "Any more Axxess updates?" and "Are all 1099s in the file?" If a three follows the direction "ready, fire, aim" then a five follows "ready, aim, aim, aim, aim...."

Their Root challenge is believing all knowledge is power and securing their lives by knowing everything. Interestingly many fives are Enneagram nuts that can't stop reading about it. Other challenges include emotional detachment, deep compartmentalizing of their lives, and being stingy with their finances, possessions, and knowledge.

Redeemed fives are objective and patient listeners. They can also detach unemotionally from harmful ideas and behavior. They can contemplate and make valuable connections.

Illustrations: Animal = owl. Country = England. Color = navy blue. Historical figure = Bill Gates

Type 6

The Need for Security (Cron: The Loyalist)

Sixes are driven by friendship, loyalty, and cooperation. They easily make friends and keep them for life. They keep the college roommates connected. Mature sixes keep valuable traditions with the readiness to seek new paths. Sixes are the most common type. They sense danger, self-doubt, and may encounter paranoia. They look for authorities and institutions to address their fears, which are many. They crave certainty and also constructive feedback. They strive for security – their sturdy house, steady parents, a healthy bank account. They will respond quickly and thoroughly to an IRS letter.

Root challenges include anticipating the worst outcomes, giving into fear, and mistrust of people. They don't tolerate breaking agreements and may have several different phobias.

Redeemed sixes are ready to assume responsibility, have broken free from institutions controlling their lives, and can sense things that are 'amiss.' They can become courageous fighters of oppressed and neglected others, so these others can feel secure.

Illustrations: Animal = Deer. Country = Germany. Color = Beige. Historical figure = George H.W. Bush

Type 7:

The Need to Avoid Pain (Cron: The Enthusiast)

Sevens radiate joy and optimism. Most of my best friends are sevens as they exude fun and laughter. They are full of idealism, energy, and enthusiasm. They are the life of the party and are always smiling. Mary Poppins x Elton John x Mickey Mouse. Oh Boy! They need change, new experiences and want to know what's next. They leave several irons in the fire to keep their options open. They are very familiar with FOMO. Some master the art of bluffing, and many work multiple jobs at once. They dance and drink one too many at the tax day party.

Root challenges include rationalization, avoiding pain and darkness, explaining sadness as 'all for the best' and using laughter as a regular defense mechanism. They can believe more fun, stuff, money, things, and adventure are always better, to the detriment of relationships.

Redeemed sevens exhibit endless flows of joy that spreads to others and can help friends in their basements move to their balconies with their positivity. Once they cooperate with the ups and downs of life, they can see true grief and help others regain strength.

Illustrations: Animal = monkey. Country = Ireland. Color = green. Historical figure = John F. Kennedy

Type 8:

The Need to Be Against (Cron: The Challenger)

Eights seek justice and truth above all else and address such situations openly and directly. They pursue righteous causes and can spend endless energy on them. If ones are good kids, eights are the bad kids. They fight back, argue back, and move toward hardness. They seek conflict or outright create it. They tend not to trust others until the other has earned it, but they have deep respect for their fellow fighters. They can also easily reveal dishonest behavior and false strength and call it out for the benefit of others. They are perfectly content chastising a client for not being ready for the audit on time.

Root challenges include being opinionated despite contrary evidence, leading by fear and intimidation, and seeking retaliation against enemies. Their defense mechanism is denial of anything they consider unjust or that limits their power.

Redeemed eights acknowledge their softer side, learn mercy, and can help lead people to their true potential with tough love. Many have the ability to change the world through their actions and words. They finish what they start.

Illustrations: Animal = tiger. Country = Spain. Color = black + white. Historical figure = Martin Luther King, Jr.

Type 9

The Need to Avoid (Cron: The Peacemaker)

Nines are the unbiased arbitrators and accepters. They desire peace and comfort, though inward they may feel significant restlessness and unease. Most developing countries are filled with nines, as they seek collective peace above all else. They typically are generalists and not specialists in their field. They tend to avoid conflict or displaying their talents or courage. They tend to take the path of least resistance and procrastinate. Dealing with them is easy as they are uncomplicated. If sixes keep the college friends connected, nines make little effort to connect (however they love when others reach out to them). They avoid reporting internal control deficiencies to clients.

Root challenges are belittling themselves and feeling unimportant, numbing their feelings through life. In distress they regularly withdraw from the scene and embrace laziness. They struggle with taking initiative and carrying things through. They love and stick with comfort.

Redeemed nines are excellent mediators and peacemakers, and others feel at ease around them. They understand all sides of an argument and achieve synergies. Their radiance can be disarming. In tense group situations they bring down the temperature.

Illustrations: Animal = elephant. Country = Mexico or Austria. Color = gold. Historical figure = Abraham Lincoln.



Enneagram: Final thoughts

It's important not to put an individual's type blanketly into a bucket or the same bucket as one with the same number. For example, type 9 for Jane could be very different than type 9 for Jill. To use a metaphor, consider type 9 to be the color blue, where Jane is Honolulu blue, and Jill is navy. Both are blue, but different shades.

The above is a small glimpse into the types, as the Enneagram has multiple additional layers, including "wing" numbers (those next to the number type) and "arrows" (two secondary numbers a type becomes in times of stress and prosperity). These layers are also very insightful and helpful when understood.

I am confident we have all types represented at Hungerford and believe strongly these diverse types increase our value to our clients, community, and each other. When an individual achieves their mature (or redeemed) self, they become a truly helpful, authentic, and brilliant leader. If any colleague would like to chat more about any of the types or the Enneagram in general, I would be happy to do that.

AUGUST

National Minority/Multiethnic Donor Awareness Month
Intersectionality Awareness Month
National Civility Month

August 9 - International Day of the World's Indigenous Peoples
August 19 - World Humanitarian Day
August 21 - Ninoy Aquino Day
August 25 - National Heroes Day
August 26 - Women's Equality Day
August 27 - Ganesh Chaturthi
August 30 - Paryushan begins

SEPTEMBER

Hispanic Heritage Month
National Guide Dog Month
Suicide Prevention Month

September 1 - Labor Day
September 10 - World Suicide Prevention Day
September 11 - Patriot Day
September 15 - World Afro Day
September 16 - Mexican Independence Day
September 18 - International Equal Pay Day
September 20 - HeForShe Movement Anniversary
September 23 - International Day of Sign Languages
September 27 - National Native American Day

OCTOBER

LGBTQIA+ History Month
Breast Cancer Awareness Month
Filipino American Heritage Month
German American Heritage Month
Italian American Heritage Month
Polish American Heritage Month
National Disability Employment Awareness Month
Domestic Violence Awareness Month
Bullying Prevention Month
October 1 - International Day for Older Persons
October 2 - International Day of Nonviolence
October 2 - Rosh Hashanah
October 10 - World Inclusion Day
October 10 - World Mental Health Day
October 11 - Yom Kippur
October 11 - National Coming Out Day
October 15 - International Pronouns Day
October 20 - Diwali
October 22 - International Stuttering Awareness Day
October 31 - All Hallows' Eve

BROWSE

<https://www.experiencegr.com/events>
<https://www.holland.org/events>
<https://www.stjoetoday.com/events>
<https://www.visitmuskegon.org/events>



Pride

Happy Hour

Networking and hosting happy hour events are powerful tools for building meaningful relationships with clients and referral sources. That's why, to kick off Grand Rapids Pride Festival this year, we hosted a happy hour centered around connection, celebration, and community.

We are proud to support inclusiveness and grateful to spend the evening together in a more personal, relaxed setting. By inviting our clients and referral sources to join us outside of the usual business environment, we created space for genuine conversations and deeper connections beyond transactions.



Hungerford hosted the event at Rapid River Stillhouse, a valued AST client, where we rented the main floor for the occasion. Each guest received an insulated wine bag complete with a wine opener and bottles of wine.

The evening was filled with laughter and a shared sense of purpose. It was a joy to gather with such an inspiring and inclusive group of individuals who reflect the spirit of community that drives us at Hungerford. We're proud to have created a space where everyone felt seen, heard, and appreciated.



Accounting Careers + Education Discovery (ACED) Program

The DEI Team recently sponsored the Accounting Careers + Education Discovery (ACED) Program at Grand Valley State University. ACED is designed to introduce high school students to career opportunities in accounting, with the objective of fostering greater diversity within the profession amid a national shortage of accountants. The program specifically targets students who may be uncertain about pursuing a four-year degree or a career in accounting and is offered to participants at no cost.

During this four-day program, students experienced campus life, stayed in dorms, visited local businesses, and even designed custom Chacos! Through our sponsorship, I joined a cost accounting lesson where students created their own t-shirts, choosing logos with different production costs and time requirements. It was meaningful to engage with the students, discuss their interests, and share insights about Hungerford and public accounting.

Thank you Hungerford and the DEI Team for your sponsorship and commitment to our next generation of leaders!