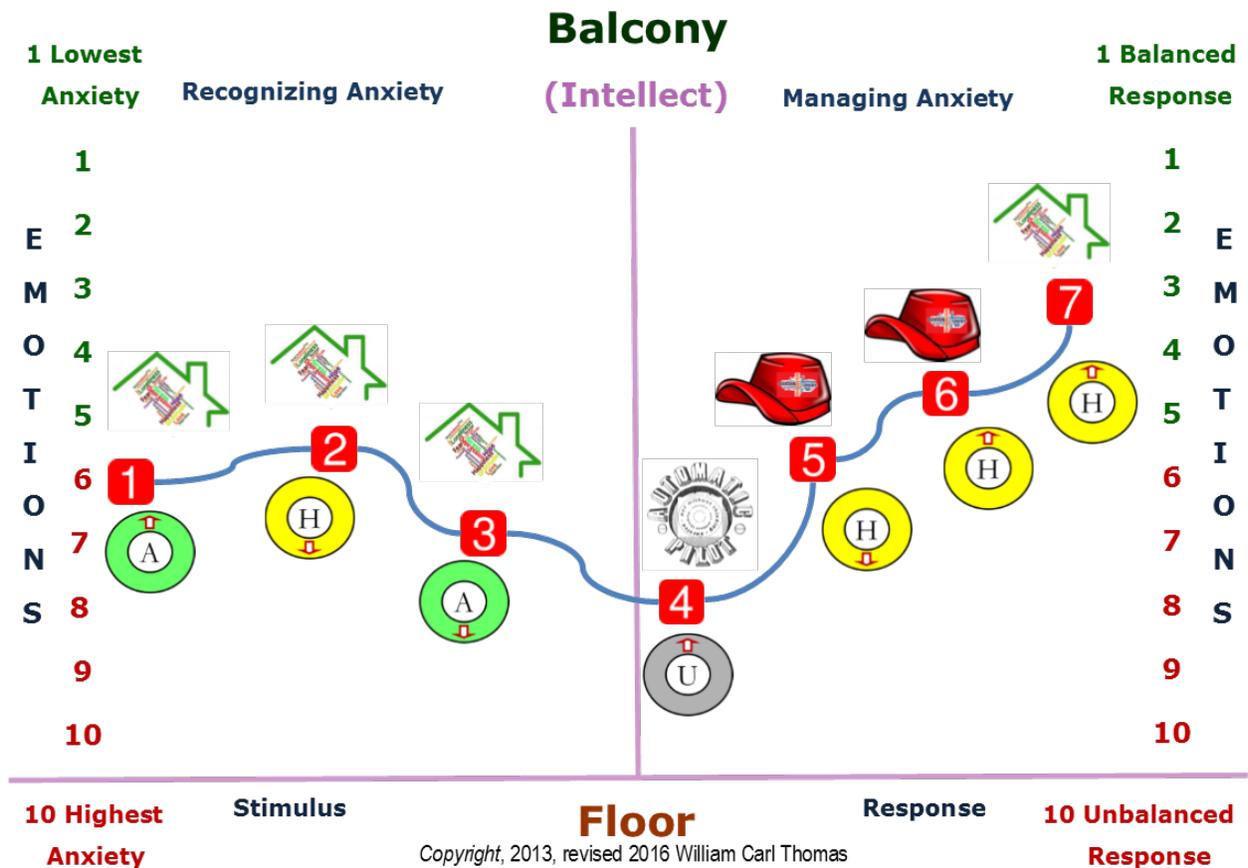


# ARC — My Dunkin' Donuts Dilemma — WCT Type 8



## My Dunkin' Donuts Dilemma Middletown, New Jersey – April 2016

### Part One

- 1** On a rainy Friday, normally my day off, I stopped at my usual Dunkin' Donuts on my way to the church to celebrate and preach at the funeral of an 84-year-old man. I was in clerical dress in what I call my exorcist outfit: black suit, fedora, and raincoat. Knowing that an over two-hour ride to the cemetery would follow the mid-morning liturgy, I decided to get a good cup of Dunkin' coffee and a free donut courtesy of my AARP card.
- 2** iPhone with Dunkin' App in one hand along with my AARP card, large sized Dunkin' travel mug in the other, I approached the counter. The clerk, who usually prepared a sandwich for me, came forward to help as his fellow workers were busy. I appreciated his kindness.
- 3** A travel mug prompts a discount to the cost of a one size smaller coffee. The free donut is triggered by the purchase of a large coffee and the AARP card. The computer refused to acknowledge the free donut. Flustered, the clerk asked the shift supervisor, also known to me, what to do.
- 4** My response, recognizing the problem to be the size of the coffee, offered an agitated comment that my travel mug was a large coffee priced as a medium. My agitated state gave no room for a solution other than for me to buy my coffee and leave without a donut.
- 5** As I began to drive away, I realized that the issue was not the free donut but the relationship I had now damaged with the Dunkin' employees compounded by my needless agitation in my

public role as priest. Had I been less anxious about my day and not focused on the free donut, I could have suggested the clerk forget I had a travel mug, charge me for the large coffee, and thus make me eligible for the free donut.

**Part Two**

- 6** When I went to this Dunkin’ Donuts two days later, the same crew was on-duty. Again, equipped with my iPhone with Dunkin’ App in one hand along with my AARP card, large sized Dunkin’ travel mug in the other, I approached the shift supervisor and offered an apology for my poor behavior. I then suggested the “pay for the large coffee” solution.
- 7** Her face brightened and she said, “You didn’t need to apologize. And you didn’t seem like yourself,” or words to that effect. I could tell, however, that my willingness to be in true relationship was why I was rewarded with her smile.

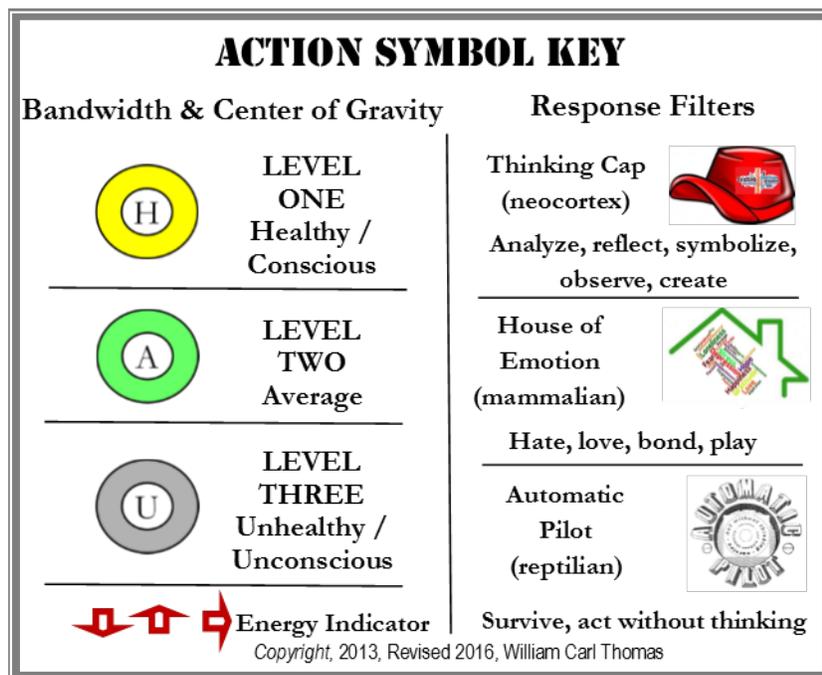
**Self-Reflection Frame from My Balcony Perspective  
in conversation with My Enneagram Type 8**

**Capacity Challenge:** Be aware of how anxiety impacts my response to stimulus by identifying the part of my brain that governs my behavior.

**Bandwidth Challenge:** Sense my energy flow as a Type 8 and recognize when I descend from a Healthy/Conscious Level.

**Governing Value/Guiding Principle:** Strive to listen beyond the supposed parameters of the moment.

**Learning:** I allowed the justice-seeking, confrontational adversary aspect of my personality to surface by not paying attention to my anxiety and energy flow. Had I been more in the Thinking Cap part of my brain rather than the Automatic Pilot, I would have immediately remembered the prime importance of relationship as a Governing Value/Guiding Principle as taught by Stephen Covey in his image of the compass and the clock. My movement into a normative Healthy 8 state provided the pathway to restore the relationship with my willingness to be vulnerable through a heartfelt apology.



# CHALLENGER

# COMMANDER

Riso & Hudson

Howell

TYPE EIGHT

Healthy

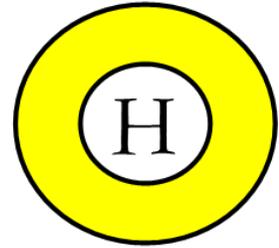
Average

Unhealthy

Level 1



Action-Oriented,  
Compassionate Hero,  
Involved, Altruistic  
Commander,  
Powerful,  
Servant Leader



Level 2



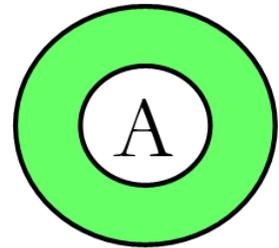
Level 3



Level 4



Enterprising,  
Intimidating CEO,  
Justice-Seeking  
Dominator, Strong,  
Confrontational  
Adversary



Level 5



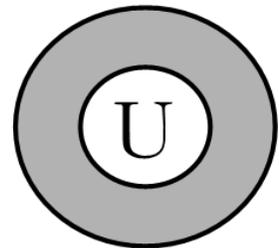
Level 6



Level 7



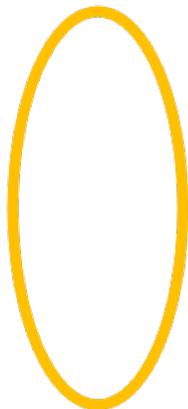
Tyrannical Ruler,  
Isolated Ego Maniac  
Cruel Oppressor



Level 8



Level 9



## Bandwidth and Center of Gravity

Sources: Adapted from Don Richard Riso and Russ Hudson, "The Structure of Levels," in *The Wisdom of the Enneagram* (New York, Bantam Books, 1999) and Joseph Benton Howell, "Three Levels of Functioning within Each Type," in *Becoming Conscious: The Enneagram's Forgotten Passageway* (Bloomington IN, Balboa Press, 2014)