

PEER TO PEER: A LEADERSHIP CONVERSATION

KNOW YOURSELF.

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NIA | National Insulation Association®

THE VOICE OF THE INSULATION INDUSTRY™

AN UNCONVENTIONAL MATCH

Our mentorship started differently — and intentionally.

A TRANSITION

Marissa was approaching 40 and phasing out of YPAC.

A CHOICE

Instead of being assigned a mentor, Marissa chose Laura.

THE ASK

Marissa and NIA approached Laura together—on the spot.

A YES

Laura agreed.

“Laura, when we put you on the spot that day — what made you say yes?”

WHAT KEPT COMING UP?

The same leadership themes kept showing up in our conversations.

- **LISTENING**
- **ADAPTABILITY**
- **TRUST**
- **CONFLICT**
- **SELF-AWARENESS**
- **EMOTIONAL INTELLIGENCE**

You can’t lead everyone the same way.

And you don’t need a management title for that lesson to matter.

THE NINE TYPES — 1 TO 4

Strengths are assets. Watch-outs point to potential blind spots or warning signs of misalignment.

1 PERFECTIONIST

- STRENGTHS
  Dependable • principled • quality-focused
- WATCH-OUTS
  Perfectionism • criticism • rigidity

2 GIVER

- STRENGTHS
  Empathetic • supportive • people-aware
- WATCH-OUTS
  Overcommitting • weak boundaries • neglecting own needs

3 ACHIEVER

- STRENGTHS
  Driven • efficient • adaptable • polished
- WATCH-OUTS
  Overwork • performance = identity • appearance over reality

4 INDIVIDUALIST

- STRENGTHS
  Creative • authentic • original • emotionally perceptive
- WATCH-OUTS
  Sensitivity to criticism • intensity • withdrawal

Source: Condensed from Truity's Enneagram type and workplace profiles.

THE NINE TYPES — 5 TO 9

5 INVESTIGATOR

- STRENGTHS
  Analytical • knowledgeable • independent
- WATCH-OUTS
  Withdrawal • over analysis • hard to read

6 SKEPTIC

- STRENGTHS
  Loyal • prepared • logical • protective
- WATCH-OUTS
  Overplanning • doubt • fear-based decisions

7 ENTHUSIAST

- STRENGTHS
  Optimistic • creative • flexible • energizing
- WATCH-OUTS
  Follow-through • distraction • avoiding discomfort

8 CHALLENGER

- STRENGTHS
  Decisive • resilient • direct • protective
- WATCH-OUTS
  Intimidation • overpowering • resisting vulnerability

9 PEACEMAKER

- STRENGTHS
  Calm • diplomatic • unifying • adaptable
- WATCH-OUTS
  Conflict avoidance • deferring priorities • passive resistance

NO TYPE IS “BETTER.”

SAME GOAL. DIFFERENT INSTINCTS.

Two leadership styles can be equally effective — and land very differently.

LAURA — 3 | THE ACHIEVER

NATURAL STRENGTHS
Drive • efficiency • adaptability
Polished communication • momentum

WATCH FOR
Overwork • moving too fast
Tying identity to achievement

MARISSA — 8 | THE CHALLENGER

NATURAL STRENGTHS
Decisiveness • directness • resilience
Action • protection • courage

WATCH FOR
Intensity • overpowering quieter voices
Resisting vulnerability

How does my natural strength land on someone who is wired differently?

INTERACTIVE:
SAME SITUATION. DIFFERENT INSTINCTS.

Choose the response that feels MOST natural to you.

THE QUESTION

You're in a meeting and strongly disagree with the direction the group is taking.
What are you MOST likely to do?

A Say exactly what you're thinking and challenge the direction.

B Ask questions and gather more information before weighing in.

C Read the room and consider how your response will affect everyone involved.

D Hold back initially and address it later if it still needs to be addressed.

There's no 'right' answer — notice which response you instinctively chose and why.

LEADERSHIP STARTS BEFORE THE TITLE.

The takeaway is not your number. It is what you do with the awareness.

KNOW YOURSELF

Recognize your default instincts.

UNDERSTAND OTHERS

Notice what someone wired differently may need.

CHOOSE YOUR RESPONSE

Lead intentionally instead of reacting automatically.

Before you leave, name:

- ONE STRENGTH you want to use more intentionally
- ONE BLIND SPOT you need to manage
- ONE THING you will do differently with someone unlike you

Self-awareness isn't about changing who you are.
It's recognizing your strengths, owning your blind spots, and knowing when to adjust.