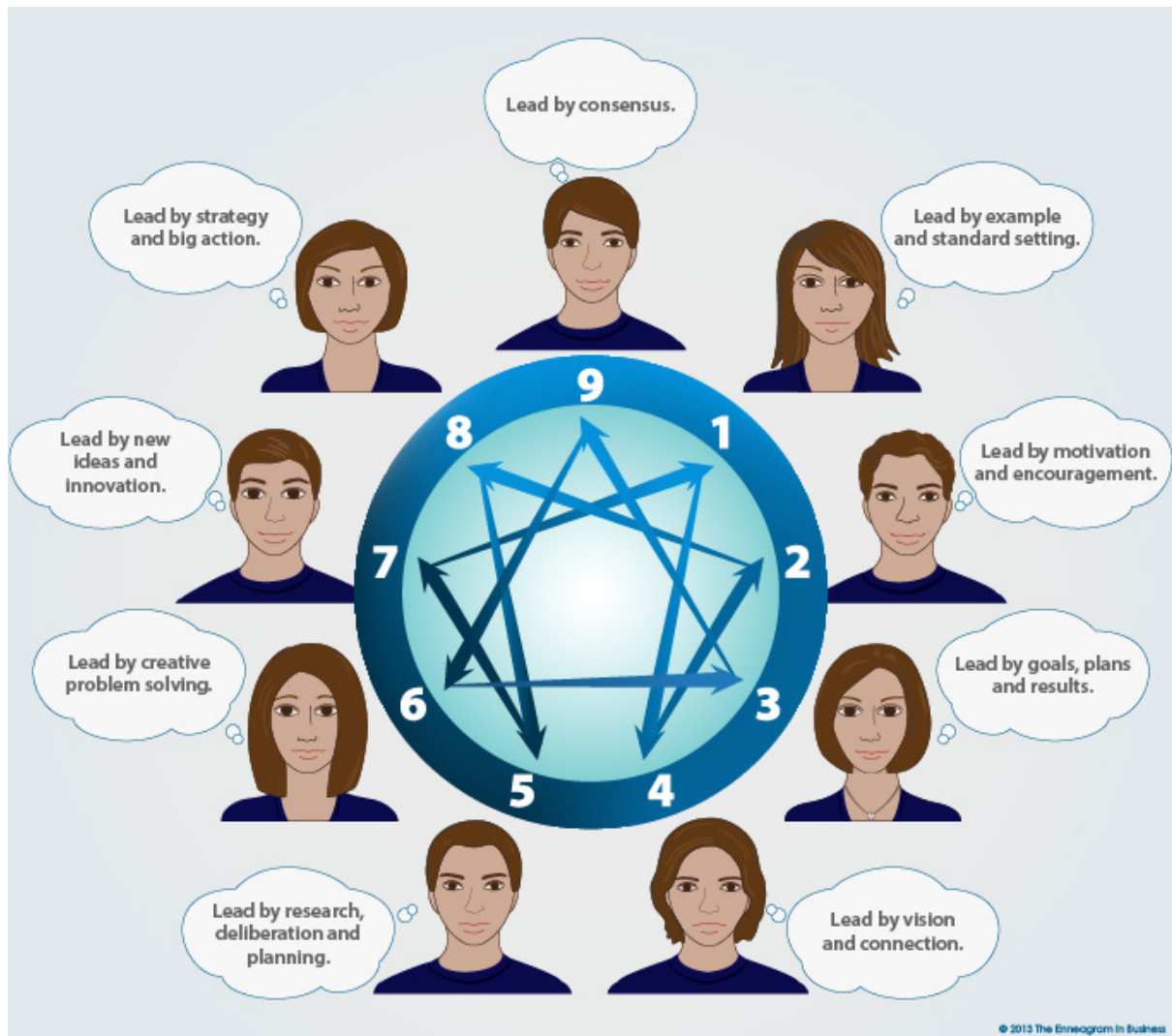


ENNEAGRAM FOR STRATEGIC THINKING AND LEADERSHIP



Enneagram

The Enneagram is a powerful and dynamic system that describes nine distinct and unique patterns of thinking, feeling and acting, called Types. Like a colored lens through which we view the world, these patterns stem from where and how we focus our attention.

The Nine Types

Here is a brief description of each of the nine Types:

Enneagram Type 1: The Perfectionist believes that the world judges and punishes “bad” behavior, so they must gain worthiness and love by being as good and perfect as possible. Consequently, Perfectionists are conscientious, responsible, improvement-oriented and self-controlled, but they also can be critical, resentful and self-judging.

Enneagram Type 2: The Giver believes that they must give fully to others to be loved. Consequently, Givers are caring, helpful, supportive and relationship-oriented, but they also can be prideful, overly intrusive and demanding.

Enneagram Type 3: The Performer believes that they must accomplish and succeed to be loved. Consequently, Performers are industrious, fast-paced, goal-focused and efficiency-oriented, but they also can be inattentive to feelings, impatient and image-driven.

Enneagram Type 4: The Romantic believes that something vitally important is missing and must be regained to relieve the painful feeling of deficiency and loss of connection. They must obtain the longed for ideal relationship or situation to be loved. Consequently, Romantics are idealistic, deeply feeling, empathetic and authentic to self, but they also can be dramatic, moody and sometimes self-absorbed.

Enneagram Type 5: The Observer believes that they must protect themselves from a world that demands too much and gives too little to assure life. Consequently, Observers seek self-sufficiency and are non-demanding, analytical, thoughtful and unobtrusive, but they also can be withholding, detached and overly private.

Enneagram Type 6: The Loyal Skeptic believes that they must gain protection and security in a hazardous world that they just can't trust. Consequently, Loyal Skeptics are themselves trustworthy, inquisitive, good friends and questioning, but they also can be overly doubtful, accusatory and fearful.

Enneagram Type 7: The Epicure believes that the world limits and frustrates people, and causes pain that one can escape from. They must keep life upbeat and open to assure its quality. Consequently, Epicures seek pleasure and possibilities, and they are optimistic, upbeat and adventurous, but they also can avoid pain and be uncommitted and self-serving.

Enneagram Type 8: The Protector believes that this is a hard and unjust world in which the powerful take advantage of the innocent and impose their personal truths on others. Consequently, Protectors seek justice and are direct, strong and action-oriented, but they are also overly impactful, excessive and sometimes impulsive

Enneagram Type 9: The Mediator believes that to be loved and valued they must blend in and go along to get along. Consequently, Mediators seek harmony and are self-forgetting, comfortable and steady, but they also avoid conflicts and can be stubborn.

Know your type to learn your mental models.

Business applications of Enneagram

Business applications include communication, feedback, conflict resolution, team development, leadership development, coaching, decision-making, motivation, diversity, strategic planning, culture change, and many others.

Benefits of Using Enneagram

- Increase self-awareness
- Strengthen your ability to access your own power
- Know fundamental motivations of yourself and others
- Increase interpersonal communication skills
- Resolve conflicts
- Understand your unique career strengths and abilities

Some Data

The Overview of a Benchmark Survey report*on lessons learned from 72 companies suggests the following:

Companies are reporting powerful increases in employee engagement, communication, and positive interactions, and collaboration between individuals, within teams, and across business units. The results are both local and systemwide.

On quantitative measures, teams, business units, and companies are scoring significantly higher on multiple measures on company surveys, including customer satisfaction.

On financial measures, business units are showing gains in financial results; sales are rising by double digits; companies are retaining key leaders; and in one company, "increased trust and communication saved a \$1m. error."

On the professional level, leaders are scoring higher on 360° surveys, and there are multiple instances where leaders using the Enneagram for their development have been promoted. An increasing number of organizations are using the Enneagram in both employee development programs and organizational change initiatives because the system provides such a thorough foundation for understanding why people behave in the ways that they do. These organizations include the Walt Disney Company, Silicon Graphics, the Federal Reserve Bank, the CIA, Sun Microsystems, and Motorola.

Teams that will benefit from use of Enneagram:

Boards of Organizations

Strategy Teams

Functional Teams

Cross functional teams

Human resources team

Organizations around the world are demanding more accurate information about the needs of clients and employees—and how best to communicate with them. Many are also interested in developing a more humane and person-centered approach to the workplace so that they can attract and retain valuable employees and achieve peak productivity. **If we want to maximize our productivity in the workplace, we need to learn *how to manage ourselves and how to manage different types of people*.** The Enneagram is uniquely suited to meet these needs—and many more—in the business world.

The key to success in any venture is the ability to communicate with others, to inspire them to share your vision and goals, and to provide clear direction and keep things on track through clear feedback. Yet communication is often difficult if personality type is not taken into account because people tend to believe that others think the same way they do and that others have the same motivations, values, priorities, and reactions as they do.

As Leaders of the Organization, with many roles to play, the need to understand, align and inspire people are at the utmost priority. ***Once type differences are taken into account, however, solutions grow out of insights about the nature of each type, its habitual reactions, and its motivations.*** When type is taken into account, communication becomes exponentially more effective and people can recognize and make the most of *human diversity*.

The Enneagram helps managers and personnel at every level understand that there are nine different points of view, nine distinct sets of values, nine different communication styles, nine ways of solving problems—and so forth—and that they are all equally useful and valid. ***All of the types have something necessary to contribute to a thriving, balanced work environment.***

By understanding personality types, we can speak the language of others, which may be very different from our own. Real communication is then possible, and we are able to deal more even-handedly with conflicts, ineffective work habits, office politics, and different management styles, among other important work issues. The Enneagram lubricates all interactions in the workplace by giving people a common vocabulary and frame of reference. Moreover, ***it helps retain valuable employees by increasing job satisfaction and productivity.*** It can be used in an executive search to find the right person for the job—and in executive coaching to help people work at the highest level of their capacities. The Enneagram is also particularly valuable for team development, conflict resolution, negotiation, and leadership development.

Furthermore, the Enneagram helps us see our *own* personality dynamics more clearly. Once we are aware of the importance of personality types, we see that our own style will not be equally effective with everyone. Thus, one of the most useful lessons of the Enneagram is how to move from a management style in which others are expected to mold themselves to our way of thinking and values **to** a more flexible management style in which we act from an awareness of the strengths and potential contributions of others. By doing so, we help others become more effective themselves—and as a result, harmony, productivity, and satisfaction are likely to increase.

We offer a one day session with your senior leaders to experience the power of Enneagram. Once the magic of Enneagram is experienced, we will be happy to cascade this across the Organization.