

What is the Enneagram?

The Enneagram is a powerful tool that can facilitate organisational change due to its focus on personal and professional transformation. Put simply - it is a system about people—how we are the same, how we are different, and what makes us "tick". Enneagram is a Greek word meaning nine-pointed diagram. Its nine personality types provide business leaders with insight into their own personal beliefs, habits of attention, blind spots and resistance to change. An ancient and profound psychological system, it has valuable applications in organisations today. For example:

- Managing your emotions in challenging encounters
- Enhancing your communication style
- Giving effective feedback
- Responding to conflict constructively
- Creating high performing teams
- Developing leadership excellence



The Enneagram today, is most often presented as a system of personality types. Each personality type can be characterised by core beliefs or world views which influence and determine perceptions, thoughts, values and behaviours, which are universal to the type.

The word Enneagram (pronounced Any – a – gram) is of Greek origin and refers to a diagram with nine points or lines..

There are nine different Enneagram styles, representing nine distinct habits of thinking, feeling, and taking action, connected to nine unique personal and spiritual developmental paths. Each of us has only one place or number on the Enneagram; while your Enneagram style remains the same throughout your lifetime, your characteristics may soften or become more pronounced as you grow and develop.

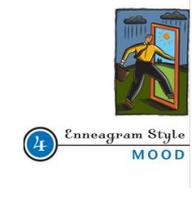
Our Enneagram programs bring home the validity and value of colleagues, clients and employees, often misunderstood points of view.

These insights are essential in developing the greater self awareness needed to succeed in today's changing business environment. Our programs are designed to help your team to:

- Develop greater personal power and effectiveness
- Resolve conflicts that impede productivity
- Build heightened perspective
- Unlock potential and erase barriers to success
- Act versus react

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The Nine Types in brief

Type	Description
 <p>1 Enneagram Style DILIGENCE</p>	<p><i>The principled, idealistic type.</i> Ones are conscientious and ethical, with a strong sense of right and wrong. They are teachers, crusaders, and advocates for change: always striving to improve things, but afraid of making a mistake. Well-organized, orderly, and fastidious, they try to maintain high standards, but can slip into being critical and perfectionistic. They typically have problems with resentment and impatience.</p> <p><i>At their Best:</i> wise, discerning, realistic, and noble. Can be morally heroic.</p>
 <p>2 Enneagram Style GIVING</p>	<p><i>The caring, interpersonal type.</i> Twos are empathetic, sincere, and warm-hearted. They are friendly, generous, and self-sacrificing, but can also be sentimental, flattering, and people-pleasing. They are well-meaning and driven to be close to others, but can slip into doing things for others in order to be needed. They typically have problems with possessiveness and with acknowledging their own needs.</p> <p><i>At their Best:</i> unselfish and altruistic, they have unconditional love for others.</p>
 <p>3 Enneagram Style PERFORM</p>	<p><i>The adaptable, success-oriented type.</i> Threes are self-assured, attractive, and charming. Ambitious, competent, and energetic, they can also be status-conscious and highly driven for advancement. They are diplomatic and poised, but can also be overly concerned with their image and what others think of them. They typically have problems with workaholism and competitiveness.</p> <p><i>At their Best:</i> self-accepting, authentic, everything they seem to be—role models who inspire others.</p>
 <p>4 Enneagram Style MOOD</p>	<p><i>The introspective, romantic type.</i> Fours are self-aware, sensitive, and reserved. They are emotionally honest, creative, and personal, but can also be moody and self-conscious. Withholding themselves from others due to feeling vulnerable and defective, they can also feel disdainful and exempt from ordinary ways of living. They typically have problems with melancholy, self-indulgence, and self-pity.</p> <p><i>At their Best:</i> inspired and highly creative, they are able to renew themselves and transform their experiences.</p>
 <p>5 Enneagram Style KNOWLEDGE</p>	<p><i>The perceptive, cerebral type.</i> Fives are alert, insightful, and curious. They are able to concentrate and focus on developing complex ideas and skills. Independent, innovative, and inventive, they can also become preoccupied with their thoughts and imaginary constructs. They become detached, yet high-strung and intense. They typically have problems with eccentricity, nihilism, and isolation.</p> <p><i>At their Best:</i> visionary pioneers, often ahead of their time, and able to see the world in an entirely new way.</p>

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Type

Description



6 Enneagram Style
DOUBT

The committed, security-oriented type. Sixes are reliable, hard-working, responsible, and trustworthy. Excellent "troubleshooters," they foresee problems and foster cooperation, but can also become defensive, evasive, and anxious—running on stress while complaining about it. They can be cautious and indecisive, but also reactive, defiant and rebellious. They typically have problems with self-doubt and suspicion.

At their Best: internally stable and self-reliant, courageously championing themselves and others.



7 Enneagram Style
OPTIONS

The busy, productive type. Sevens are extroverted, optimistic, versatile, and spontaneous. Playful, high-spirited, and practical, they can also misapply their many talents, becoming over-extended, scattered, and undisciplined. They constantly seek new and exciting experiences, but can become distracted and exhausted by staying on the go. They typically have problems with impatience and impulsiveness.

At their Best: they focus their talents on worthwhile goals, becoming appreciative, joyous, and satisfied.



8 Enneagram Style
CHALLENGE

The powerful, aggressive type. Eights are self-confident, strong, and assertive. Protective, resourceful, straight-talking, and decisive, but can also be ego-centric and domineering. Eights feel they must control their environment, especially people, sometimes becoming confrontational and intimidating. Eights typically have problems with their tempers and with allowing themselves to be vulnerable.

At their Best: self-mastering, they use their strength to improve others' lives, becoming heroic, magnanimous, and inspiring. .



9 Enneagram Style
HARMONY

The easy-going, self-effacing type. Nines are accepting, trusting, and stable. They are usually grounded, supportive, and often creative, but can also be too willing to go along with others to keep the peace. They want everything to go smoothly and be without conflict, but they can also tend to be complacent and emotionally distant, simplifying problems and ignoring anything upsetting. They typically have problems with inertia and stubbornness.

At their Best: indomitable and all-embracing, they are able to bring people together and heal conflicts.

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Which words or descriptors most powerfully describe you?

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Answers to Commonly Asked Questions

1. Why should I learn about my Enneagram type? How can it help me at work?

Being able to articulate our values, our world view and reveal what is going on under the surface for us can bring us greater freedom. As we learn about our habitual way of being in the world, we can begin to transform our behaviours from stumbling blocks to our greatest gift. In other words, we move from unconscious behaviour to conscious behaviour. We can begin to take greater charge of our emotions and thought patterns, rather than them running us. This can produce greater benefits for us in the workplace and our personal lives.

The potential of the Enneagram to inform the corporate world is immense. Organisations can apply the Enneagram at four levels: at the individual level to build self-awareness, at the relational level to improve interpersonal communication, at the group level for purposes of team-building and conflict resolution, and at the organisational level to develop a conscious corporate culture (Issacs and Labanauskas 1998).

Applying the Enneagram in a workplace setting can have enormous benefits in transforming personal behaviours and leadership styles. In applying the Enneagram we can access greater self-knowledge and self-acceptance, and hence to an improved sense of personal control and self-esteem. The framework also helps us to better understand both the attitudes and behaviours of other people, especially those over whom we have influence. It achieves these ends by teaching us how to:

- read and interpret our own emotions and those of others
- develop greater self-discipline
- access greater behavioural freedom
- develop emotional resilience
- move towards a pathway of personal change and improvement
- motivate ourselves and others!

2. How does it help me to learn about the other points on the Enneagram?

As we begin to learn the very different ways of perceiving the world, without judgment; we learn to listen carefully to others point of view. We gain tremendous compassion for all the ways of perceiving, including our own. We begin to experience others "as they are to themselves" and to see the tremendous value of each way of being. It's almost like being in someone else's skin for a short time. Our relationships improve by leaps and bounds when we begin to listen carefully for a tune other than our own. Whether we "nail the point" or figure out someone's Enneagram type is completely unimportant. We simply begin to truly hear other viewpoints and value them as we do our own. We all want to be heard and valued for who we are. The Enneagram gives us a framework for doing just that. We find a way to honor the diversity of ourselves and others.

3. Aren't people likely to start putting people in boxes, pigeonholing them, or sticking them in categories with the Enneagram?

Any system, even a good one, can be misused. However, we all categorize every day. Man/Woman; Christian /Muslim; small/large; quick/slow; athletic/lazy. Of course, we try to look beyond our simple categorizations to the human being beyond them. Categories are our way of making sense and order out of our world. But we need to hold them lightly, seeing them for the very incomplete picture that they are.

So it is with the Enneagram. No two people are alike in all ways, ever. At first, your enthusiasm for the Enneagram may cause you to "run rampant" typing people. Relax. Hold it lightly. It's just a phase that will pass when you begin to learn more about the complexities of the Enneagram or look past the point to the individual. One word of caution: this phase of typing people or "speaking in numbers" can be extremely annoying to friends and family who may not share your enthusiasm.

4. How can I change my behaviour at work to become a better team player or leader?

Personal and professional growth cannot be forced or rushed. It requires us to develop the practice of presence and self-observation. By cultivating a capacity to be present to ourselves and others and by watching ourselves, our thoughts, deeds, feelings; we begin to unravel the mystery of why we do and see as we do. We open ourselves to a greater vision and a larger self. We move toward wholeness and fulfillment. Our personal commitment to growth (personally and professionally) has a lot of bearing on the rate that we see some change.

While there are exercises that are helpful for each point, change happens gradually as a result of activating and strengthening our inner observer. We become aware of our patterns and that very awareness is the start of the transformation journey. Working with a specialized coach over a period of time can accelerate your learning and help you identify your inner observer and unconscious patterns and motivations. It is fair to say however that the power for transformational growth is in your hands. Spending regular time in reflection also helps you understand where you are at. It's a combination of placing your attention on transformation, getting some good advice and support and letting it happen.



5. Which Enneagram type is the best to be?

No type is better or worse than any other. Like us, they are just different. And as you continue to explore, you find that there are many flavors of each point, and subtypes, and on and on. In fact you will recognize characteristics of each point that will apply to yourself. Soon, we can see beyond the Enneagram and understand the value in diversity.

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