



# the New Management Network™

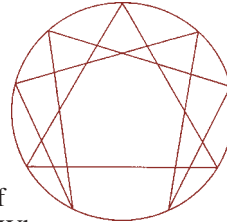
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## Human Resource System of Personality Study The Enneagram Solution

Bonnie Fowke CMC

We discovered the Enneagram in 1986 somewhat by accident at the Esalen Institute in Big Sur, California. A seven day program by Berkeley's Helen Palmer introduced us to this powerful system of personality study. My partner, Don Fowke, and I had been looking for a practical method of assessing leadership style for coaching company presidents. When advising CEO's on corporate reorganization, we needed a shorthand way of displaying differences among candidates considered for new top management roles.



For a decade at the Canadian management consulting firm, Hickling-Johnston Limited, we had been using the Ichak Adizes management function profiles of Producer, Administrator, Entrepreneur and Integrator (PAEI) to describe executive roles, and had worked with our col-

**Many companies use Myers-Briggs to understand conscious preferences and the Enneagram to understand unconscious motivation.**

league and noted Toronto Psychiatrist, Dr. Mary McEwan, to display individual styles in the same language. This method supported the firm's successful Mark IV Organizational Realignment Programs. Tragically, Mary McEwan died in 1985, and our change programs had a huge gap to fill.

We have been working with the Enneagram ever since.

Beyond being an indispensable consulting tool, the Enneagram has proven to be a powerful human resource technology for the companies, and personal development know-how for individual executives, managers and employees. In 1999, the Enneagram is the Human Resource Solution for the millennium.

"Enneagram" means nine pointed star diagram, and it is a graphical way of arraying modern psychological knowledge. The theory describes nine distinct personality styles based on unconscious habits of attention. I can identify myself, for example, as a "One" or perfectionist. Knowing this, I can understand both strengths and weaknesses I have and how I react to stress. It gives me insight to improve

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**Bonnie Fowke**

Bonnie is Conference Director for Enneagram 99 to be held in Toronto, August 5-8, 1999. The first International Enneagram Conference was held at Stanford University in 1994. Since then the International Enneagram Association held conferences in Chicago, Baltimore and Denver. A one day pre-conference session on Enneagram Applications and Solutions for Business will be held on Thursday August 5. This program will feature the major North American Enneagram teachers and consultants to business. To register call 416 979 5296.

A Certified Management Consultant in practice for 25 years, Bonnie is a graduate of the University of Saskatchewan, The Paul Rebillot School of Gestalt and Experiential Teaching, and the Gestalt Institute of Cleveland.

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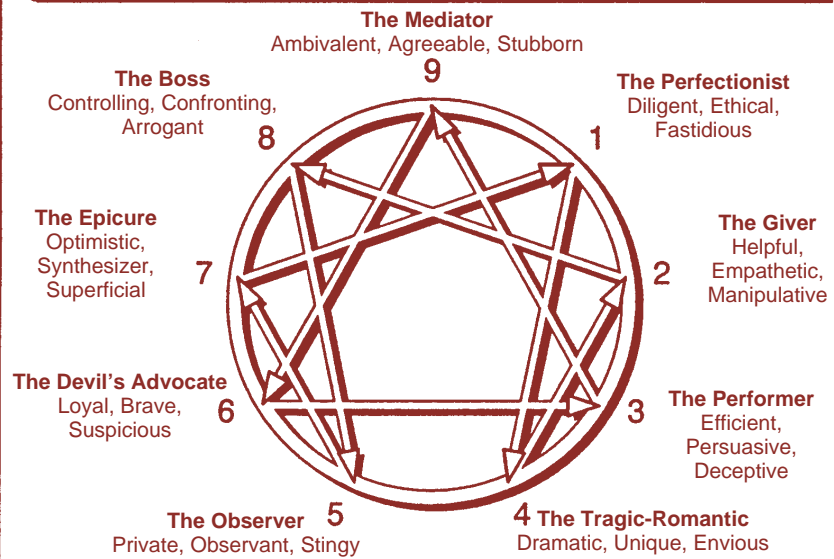
myself and gives you understanding in how to relate to me as a boss, subordinate or colleague. There are other personality systems, of course, like the Myers-Briggs Type Indicator. Many companies use both, for example, relying on MBTI to understand conscious preferences and the Enneagram to understand unconscious motivation. In a study of 24 top client executives, presidents, general managers and directors general we identified six benefits from the Enneagram. These executives lead organizations in manufacturing, publishing, finance, food services, construction, government and not-for-profit sectors.

### Leadership Development

The Enneagram reveals important dimensions of leadership style. While a top manager may be any one of the nine types, the Performer, Epicure, Boss and Observer are common leadership styles. Each of these comes across differently to others. The Performer's ability to shift his or her persona to promote the task may seem to subordinates as insincere. The Epicure's comfort with a collegial atmosphere may leave subordinates unclear about goals and accountability. The Boss's preference for confrontation may be intimidating and not bring out needed contrary views. The Observer's needs for privacy and emotional distance may make him or her unapproachable. Insight into one's own style helps overcome the limitations and build on the natural strengths. Leaders said "I wasn't aware of how I came across. I was unaware about the effect of my personality." "As a result of going through the process, I know my strengths and weaknesses." "I have used insight about myself. I'm more comfortable about my own reaction. I understand the things I do." "In personal leadership I have increased sensitivity."

Another important insight for leaders is understanding how they and others react to high stress. For example, knowing

## Personality Map



that the Boss under stress shifts "down the arrow" to pick up the "underside of 5", explains why the Boss may be suddenly remote and unapproachable in crisis. Knowing this helps everyone.

### Team Building

In our consulting work, we combine the Enneagram as a module within the workshops we use for reviewing strategic alternatives, evaluating organization structural changes, or planning implementation. This is much more efficient than a separate team building program. The Enneagram provides powerful insight into the self and others and provides the mutual understanding for teambuilding. A group will see, for example, the value in the Devil's Advocate's ability to foresee risk and danger, or the Mediator's ability to see the other points of view.

"Using the Enneagram gave a higher level of comfort in the senior group, and in turn it made a difference to how subordinates relate to one another. When the top role models show trust, lower levels would mimic it." "Now in working as a team, we push more for consensus and consider other people and their views. We tend to use a more consultative and participative leadership style than we did before."

***Another insight for leaders is understanding how they and others react to high stress...why the Boss may be suddenly remote and unapproachable in crisis.***

### Selection, Development, Succession

One of the most challenging executive responsibilities is selecting and developing a balanced roster to carry the organization ahead into the future. The Enneagram makes the need for diversity explicit, challenges the sometimes unconscious tendency to recruit in one's own image, and articulates some important differences among people.

"It made a difference in how we selected people for the senior team. We were trying to get balance."

### Working Relationships: Subordinates, Peers and Bosses

Working relationships are often enhanced by the accentuated understanding of other people's needs:

"I and everyone I talked to in the organization found the Enneagram useful. It changed the way I look at other people and my relationship with them. I understand better how people react to me. It works best in groups that work together. The effect on the organization and its communications has been positive. I continue to use it and see it operating in the group all the time."

*"Using the Enneagram gave a higher level of comfort in the senior group. When the top role models show trust, lower levels would mimic it."*

### Communication

Everybody is looking for better communication in their organization, and the Enneagram users in our study found it:

"The better you understand someone, the better you communicate. You understand their reactions and are not afraid of stepping on people's toes."

"I use it in the way I communicate, to try to be heard. I'm aware of how a person hears and I talk in that zone. I do try to change my own behavior. I look at myself before responding to see if my reaction is appropriate."

### People Management

In this era, management is either literate in human nature or it fails. The Enneagram's real payoff for executives lies in increasing managers' sophistication in dealing with the human side of enterprise.

"We get a better handle on how problem people react, and see how they will not likely change. Gives us a better focus on the problem. On the motivational side, you can see how to push your ideas and direction and move with confidence."

"Understanding where others come from helps me a lot. Sort of a centroid of personality traits. It surprises me that it has stayed with me so well for so long. Because of its focus on people and their tendencies, it seems to be easier to hang on to than so many of the management models I've been exposed to."

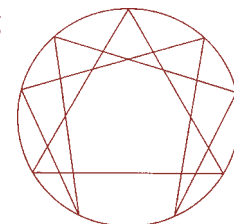
## Enneagram Users

Association Chief Executives Council  
Canadian Association of Family  
Enterprise  
Cara Services  
CGI  
Chelan County Public Utilities District  
Computerland  
E. D. Smith & Sons  
Environment Canada  
Fortis Corporation  
Graham Construction and Engineering  
GSW  
Motorola  
Nationwide Premium Sales  
Osler Hoskin & Harcourt  
Parks CanadaSo  
Restauroincs Services  
Stanford University  
Stewart Home School  
Stochem  
The London Free Press  
Unican Security Systems  
University of Toronto  
Valley City Manufacturing  
Walker Industries  
World Presidents Organization  
Xerox Corporation  
YMCA Canada  
YMCA of Greater Toronto  
York University  
Young Entrepreneurs Organization  
Young Presidents Organization

## Get the Enneagram Solution for Your Organization

1. Introductory Program: 3 Hours: Group of up to 20: Self Test, understanding the system, video: Nine Points of View, discussion.
2. Nine Monthly Point Study Sessions: Oral tradition panel studies drawing out essentials of each Enneagram point. Interactive.
3. Train the Trainer Program: Three two-day segments.

For information call Bonnie Fowke 416 214 1370 or 1-800 387 2165



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## The New Management Network

*We support executives to act quickly, directly and profitably, on what needs to be done for success.*

The New Management Network is a distinctive peer group of independent management consultants who share common professional ideas, understand creative innovation and are dedicated to releasing the human spirit in organizations.

Members of the network serve clients on issues of corporate purpose, strategic clarity, company-wide alignment with direction, teamwork and organizational culture.

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