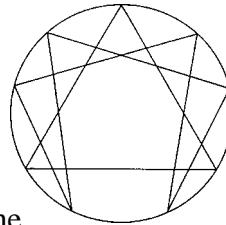


Personality Know-How for Management

THE ENNEAGRAM



The Enneagram is a powerful way to recognize and understand the differences among people. It is a model of the nine basic personality types of mankind. Knowing your personality type provides you with an insight into your way of dealing with events. Understanding the personality type of each member of your executive group or work team can help you better understand:

- The dynamics of the group with which you are working.
- The unique strengths of each individual.
- The contribution of each individual.
- Potential blind spots in your team's understanding of issues.

The Enneagram also provides management team members with a vocabulary for discussing differences to enable the team to better make use of the resources of all its members.

Self Awareness

Every executive has natural strengths, which he deploys to good advantage, and weaknesses that he covers using the talents of others. It takes rare skills in self-observation to truly know the shape of one's own personality. Yet that understanding is perhaps the most important skill the executive develops as he moves to higher levels in his organization. The enneagram is a shortcut to such self-knowledge. It is a simple, powerful construct which leads to appreciation of all facets of the self. Its study gives practice in self-observation.

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What is the Enneagram?

The Enneagram defines the nine basic personality types of mankind. It is an ancient psychological typology that describes these types and their interrelationships. Each type is defined by a chief mental and emotional preoccupation to which attention habitually returns.

The types correlate well with the categories of current psychological practice but can open us to the fact that the repeating preoccupations of heart and mind can also be used as potential access points to higher states of consciousness. Our thoughts and feelings in some way constitute a staging ground for our spiritual development. Our nature is our best teacher and friend to lead us honorably forward to the next phase of our life.

The Enneagram is a powerful tool because unlike most models of personality it is dynamic. It recognizes that there is both a positive and negative side to each personality type. It recognizes that people's personality can change under stress. It also recognizes that personality can be changed by individual action.

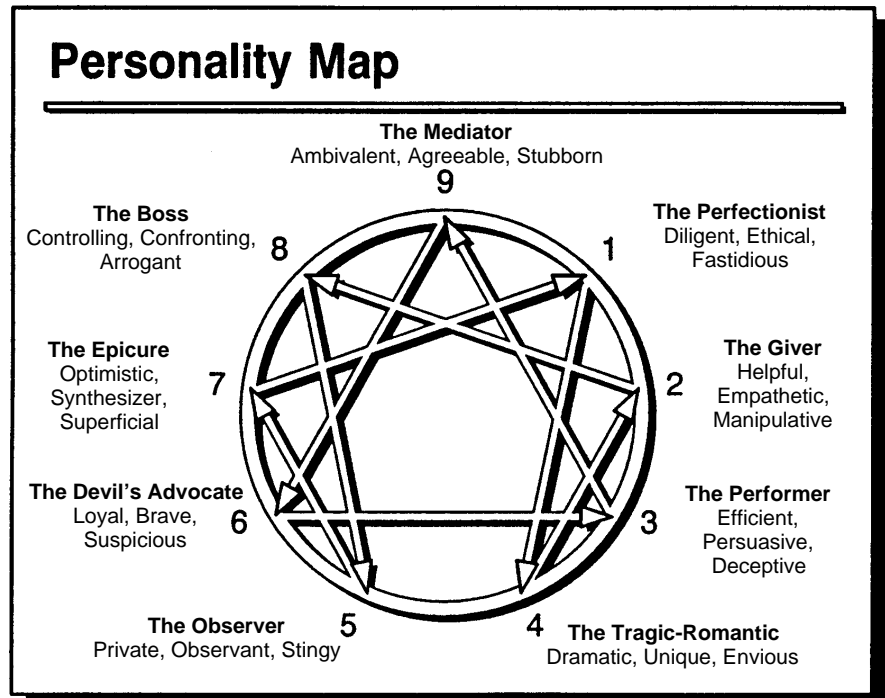
The Enneagram is not a psychoanalytical method that requires that team members spend some time on the couch. Nor is it a manipulative tool. The Enneagram is a way for you to better understand how your way of dealing with events fits with, and is different from, other people. This can help you and them better make use of the richness of these differences.

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Corporate Personality

Like people, organizations exhibit a personality, and the enneagram is useful in understanding the systematic nature of this important aspect of culture. Oil companies are often power oriented and direct. Marketing companies project image and value individual performance. Bureaucracies are enormously stable and impervious to external influence. Understanding the dynamics of individual personality helps devise intervention strategies which take advantage of the corporate personality's strength and avoid the traps set up by its blind side.

The Enneagram



The Nine Points

1. **The Perfectionist** Critical of self and others. Convinced there is one correct way. Feels ethically superior. Procrastinates for fear of making a mistake. Uses "should" and "must" a lot. Evolved Ones can be critically astute, moral heroes.
2. **The Giver** Demands affection and approval. Seeks to be loved and appreciated by becoming indispensable. Devoted to meeting others' needs. Manipulative. Has many selves - shows a different self to each good friend. Aggressively seductive. Evolved Twos are genuinely caring and supportive.
3. **The Performer** Seeks to be loved for performance and achievement. Competitive. Obsessed with image as a winner and with comparative status. Master of appearances. Type A personality. Confuses real self and job identity. Can appear to be more productive than actually is. Evolved Threes can be effective leaders, good packagers and promoters, captains of winning teams.
4. **The Tragic-Romantic** Attracted to the unavailable. The ideal is never here and now. Tragic, sad, artistic, sensitive; the absent lover, the loss of a friend. They are committed to

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The New Management Network

The New Management Network specializes in empowering leaders to make things happen in complex organizations. Drawing on experience in industry and government, the Network puts proven transformational change technology to work.

NINE POINTS, from page 2

- beauty and the passionate life; birth, sex, intensity and death. Evolved Fours are creative in their lifestyle and able to help other people through their pain.
5. The Observer Maintains emotional distance from others. Protects privacy, doesn't get involved. Doing without is a defence against involvement. Feels drained by commitment and by other people's needs. Compartmentalizes obligations, detached from people, feelings and things. Evolved Fives can be excellent decision makers, ivory tower intellectuals and abstemious monks.
6. The Devil's Advocate Fearful, dutiful, plagued by doubt. Procrastination - thinking replaces doing - afraid to take action because exposure leads to attack. Identifies with underdog causes, anti-authoritarian, loyal to the cause. Self-sacrificing, vacillates, feels persecuted. Caves in until cornered and then fights like a rat. Evolved Sixes can be great team players, loyal soldiers and friends. Will work for a cause in the way that others work for personal profit.
7. The Epicure Peter Pan - the eternal youth. Dilettantish, the dance-away lover, superficial, adventurous, gourmet approach to life. Trouble with commitment, wants to keep the options open, wants to stay emotionally high. Usually happy, stimulating to be around, habit of starting things but not seeing them through. Evolved Sevens are good synthesizers, theoreticians, "*renaissance types*".
8. The Boss Extremely protective. Sticks up for self and friends, combative, takes charge, likes a fight. Has to be in control. Open displays of anger and force; great respect for opponents who will stand and fight. Makes contact through sex and toe-to-toe confrontation; excessive lifestyle, too much, too late an hour, far too loud. Evolved Eights are excellent leaders, especially in the adversarial role. Can be powerful supporters for other people, want to make the way safe for friends.
9. The Mediator Obsessively ambivalent; sees all points of view; readily replaces own wishes with those of others and real goals with inessential activities. Tendency to narcotization, food, TV, drink. Knows other people's needs better than one's own; tendency to space out, not sure whether wants to be here or not, be on the team or not. Agreeable, anger comes out in indirect ways. Evolved Nines make excellent peacemakers, counsellors, negotiators, achieve well when on track.

Working Through Others

The most persistent problem the executive faces is the "people problem". Getting things done through others requires extraordinary understanding of human nature. This is essential for picking the right people, for motivation, communication, balancing the team, and making things happen. The enneagram is a short course in human dynamics, yet with enough power to truly enhance people skills.

Team Building

A crucial element in team success is recognizing and appreciating the contributions that each member can make. This means more than recognizing and appreciating the technical or function-based expertise of each member. Each person in a team has a basic way of looking at the world that is personality based, not knowledge based. So deeply ingrained is this way of looking at the world that very few people recognize that other people have a different way of understanding what happens around them.

Internal Growth for Self Development

The Enneagram was also featured in an "Inner Growth Seminar—Good for Business, Good for Couples, Good for Me". The seminar sought to assist ordinary executives and their spouses in the process of developing extraordinary abilities, such as empathy, omniscience, and love. The process allows us to discover the conditions that make us thrive, and understand others to make work teams more efficient, infuse romance with magic, and create harmony in families.

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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