

Implementing the Enneagram for Team Building

An Honors Thesis (HONR 499)

by

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April 2019

Expected Date of Graduation

May 2019

Abstract

The Enneagram personality test has been used in a variety of ways including team reflection and growth. The test places individuals in one of nine distinct types based on unique characteristics. In a team made up of multiple types, it can be hard to effectively communicate while navigating the various approaches of team members. The Enneagram, along with other personality tests has been used in workshops to allow for team building. In this thesis, I will analyze multiple workshops based on different personality tests, provide information specific to the Enneagram and look at the characteristics of each type. This information will be utilized in the creation of a guide that teams can use in place of a workshop, which will serve as the creative aspect of my thesis.

Acknowledgements

I would like to thank Sarah Gremer for furthering my love for personality types and helping me better understand the unique characteristics of others through this project.

Thank you to my friends, family and Austin for listening to me ramble about the Enneagram for months and still supporting me.

This thesis is dedicated to all type twos. You are loved, seen, and appreciated.

Process Analysis Statement

The idea for this thesis stemmed from my interest in personality types and my love for harmony. It quickly morphed into a focus in specifically the Enneagram, which was a personality test that I had little knowledge about at the time. I took this as a challenge and an area of personal growth to focus on something that I was not familiar with. The idea to help team cohesion was from an idea that workplaces could use this test in ways to help their already established teams. My research was focused on scholarly articles devoted to information about effective teams and books written about the Enneagram. As the project developed, I read books that were more focused on the Enneagram specifically at work. I also researched information on centers and stances which was an aspect of the Enneagram that I had never heard of before starting the project. The research on specifically centers and stances proved to be the most enjoyable.

In the process of writing this thesis, I learned how to morph what I was learning about effective teamwork and the Enneagram together in a way that others could utilize as they saw fit. At the beginning, I realized that my project was too massive, and I needed to focus my attention on specific aspects of the Enneagram. I had to balance what I wanted to do with what could actually be done. This meant that I had to brainstorm, receive feedback and try new approaches. I learned how to not take things too personally and be easy on myself. This was not an easy process, especially for an individual who identifies as a Type 2. As you will hopefully read in the rest of my thesis, Type 2s look for the good in everyone but struggle to see the good in themselves. This is something that I had to work through and learn about myself. I also learned how to be objective in looking at other people and writing to an audience that was not my own

type. I started to see people as not a type that fits into a box but as a person with unique traits, strengths and blind spots different than my own.

My project means that an organization has access to a mini workshop in a guide that they can use. I created something useful, which is something I am very proud of. My personal goal is that in reading my thesis and the guide, others are inspired to learn more about the Enneagram and more about themselves. I believe that in order to understand those around you, individuals must first be self-reflective.

Implementing the Enneagram for Team Building.

It is no secret that our society is made up of many different personalities and ways of approaching problems. In teams, individuals have to work together, utilizing all their unique strengths to finish projects. While completing a task, team members may applaud the different approaches of their peers. They appreciate the diversity in thinking and the new ideas that an individual may bring to a team. However, some teams struggle to collaborate when the differing of personalities are not appreciated but seen as a hindrance to the success of the group's functioning. When this occurs, teams may seek out resources to improve their overall performance. One resource is team building workshops. Workplaces often rely on team building workshops to build up better communication and problem-solving skills among members. These workshops set the foundation for a team to understand each other and cooperate with the best interests of the team in mind. With thousands of different workshops available, companies have a wide variety of programs to choose from to promote a healthy team.

Personality based workshops are used by companies to strengthen their teams. Researchers have made careers out of teaching about personality types and how to apply them to groups of individuals. These programs can cost thousands of dollars to complete. However, a basic workshop is all a group really needs to start and continue a conversation on how personality types affect a team's performance. These workshops are based on different personality type tests including The Meyers Briggs Type Indicator (Briggs-Meyers & Briggs 1985), the Work Personality Index (Macnab & Bakker, Psychometrics Canada Ltd, 2001), and the Riso-Hudson Enneagram Type Indicator (Riso-Hudson, 1993), based on the Enneagram. These workshops were created based on the belief that personality workshops are effective for team building. Though many types of workshops are available for teams to use, the research

discussed throughout this literature review argues that those workshops that use the Enneagram prove to be the most useful.

This literature review will explain the Enneagram including personality profiles for each type of the Enneagram as discussed by a variety of sources. It will then look at current workshops that use personality types as a basis for team building exercises followed by a review of workshops that utilize the Enneagram. Lastly, it will discuss methodology on creating an effective guide for leaders to use in a team building exercise.

Information on the Enneagram

According to authors Helen Palmer and Paul Brown, the Enneagram personality test was created initially for self-awareness and personal growth (1997). Since then, the Enneagram has been used for a variety of purposes in both self-growth and team development. The Enneagram is made up of nine distinct types which are “defined by an emotional habit, a characteristic pattern of thought and a style of relating to others, which together produce a distinct point of view” (Palmer & Brown, 1997, p. 1). Each individual has one dominant type that they are born with. The dominant type can tell us how we are likely to act in a certain situation or how we may think. However, being labeled as a type does not mean every description of that type will apply, as people have different healthy and unhealthy traits that make up their unique personalities (Riso, Hudson, 2003). Identifying one’s own type and the types of those around you has been shown to lead to better communication among friends, family, and coworkers.

Knowing your personality type as well as those around you can also be a crucial component in a person’s emotional intelligence. In fact, according to Ginger Lapid-Bogda (2007), a consultant and coach who works with the Enneagram, the amount of emotional intelligence that a person possesses may predict how effective they will be as a leader. He goes

on to explain that emotional intelligence is a combination of intrapersonal intelligence (how well we know ourselves), and interpersonal intelligence (how well we interact with other people). Lapid-Bogda (2007) also posits that it is the combination of both intrapersonal and interpersonal intelligence that leads to effective team development and that employees with a strong emotional intelligence tend to perform better and work well in a team.

The Enneagram provides a lens to these two types of emotional intelligences and also allows for personal and group growth. Its application to the workplace specifically has proven to increase effective communication among employees. According to researchers Riso and Hudson (2003), “team building, executive development, marketing, corporate communication and conflict resolution among its many applications are more effective when insights from the Enneagram are applied in the business world” (p. 5). Each individual has unique characteristics that form their management styles and workplace habits. If a person can understand their strengths and potential areas of growth, then they can apply this knowledge to understand how they fit in a functional team.

Although many books have been written discussing each aspect of the nine Enneagram types, a short profile description is all this literature review will contain. For the point of this thesis, all nine types will be described by looking at the research of various experts in the Enneagram and specifically describing each personality as seen in the workplace. This will include information on strengths and weaknesses. These personality profiles will later be used to develop a guide discussing how teams made up of certain types function. The guide will be a practical application for teams to implement in training exercises and will be discussed in the methodology section of this literature review.

Personality Descriptions

Type One: The Reformer

Don Riso and Russ Hudson (2003), authors of *Discovering your Personality Type*, describe type ones as the reformer. Ones are disciplined, orderly, and always looking to improve things around them. They are aware of what is right and wrong and will not hesitate to reform something that they see as unfit. As a team member, they want the job done right and on time. Riso and Hudson (2003), explain that ones often are strict with themselves and others when it comes to completing projects. They usually live a very sensible lifestyle and are aware that the actions that they take now will affect the future. Lapid-Bogda (2007), describes ones as natural judges who will always note things to improve in others and the workplace. This can cause them to fall into the habit of perfectionism which can blind them from the difference between doing something perfectly and getting a job done (Riso & Hudson, 2003).

Type Two: The Helper

According to Palmer & Brown (1997), authors of *The Enneagram Advantage*, Twos thrive in environments where there are large amounts of interpersonal relationship building. Their natural habits revolve around increasing the well-being of friends, family and even acquaintances. Lapid-Bogda (2007), explains that twos are very adept at organizing people and projects, and are skilled at customer service. Their great communication skills and perceptive personalities make them personable to both co-workers and clients. These individuals are thoughtful and encouraging to team members and will often remember detailed information about others (Riso & Hudson, 2003). Their focus on people-pleasing may make twos prone to burn-out as they focus more on the needs of others while forgetting their own needs.

Type Three: The Achiever

For threes, the workplace is their natural habitat. This is where they can show off their great marketing skills (Goldberg, 1999). Threes are known to be adaptable, flexible, diplomatic and charming. They are constantly aware of how they appear to others as they want to present a personality of a competent and confident individual. Threes are extremely motivated and are often seen as a role model for those around them. Their main goal is to get projects done efficiently (Riso & Hudson, 2003). As a boss, threes are great motivators of their employees, but they can be very competitive and may forget the difference between a team win and individual accomplishments (Palmer & Brown, 1997).

Type Four: The Individualist

Fours are mostly concerned with maintaining their uniqueness and living in an environment that nurtures their creativity and allows them to express themselves. They also tend to be highly emotional individuals, looking to express their feelings to those around them (Riso & Hudson, 2003). This makes them very vulnerable to others and they will gravitate towards relationships that allow for connection (Lapid-Bogda, 2007). Fours do not like to be treated like everyone else but want to be noticed for their unique personalities (Palmer & Brown, 1997). In a team, fours motivate team members to not accept the ordinary but think outside the box (Lapid-Bogda, 2007). Fours are not a big fan of reaching a consensus in making decisions with others, but they do value being seen as a valuable member of a group (Goldberg, 1999).

Type Five: The Investigator

Fives love to learn and are constantly searching out new information and facts (Lapid-Bogda, 2007). Out of all the types, fives are the most independent, often focusing more on their internal thoughts than their external environments (Riso & Hudson, 2003). Fives need time to

process before making decisions, so they may struggle in a team setting where others are brainstorming (Palmer & Brown, 1997). Fives are the employees who like to share what they are learning but are not interested in sharing their emotions. This is not because they are unemotional, but more that they have learned to compartmentalize their roles in different environments. In a team, Fives are very realistic to how long a project will take and can help direct members towards obtainable goals (Lapid-Bogda, 2007). Sometimes fives may not compromise with those around them because they value autonomy, and this may make others perceive them as impractical (Riso & Hudson, 2003).

Type Six: The Loyalist

Sixes are reliable, hardworking and cooperative individuals who sometimes struggle with being overly suspicious of other's motives (Riso & Hudson, 2003). This suspicion rises because they value loyalty and have trouble trusting both themselves and those around them. This is also seen in their work lives as they are often reforming standards to protect against potential issues (Riso & Hudson, 2003). They are very good at locating problems, which can be helpful in completing a project. Once they have established trust, they will be 100 percent invested in helping complete tasks (Riso & Hudson, 2003). Sixes desire a clear organizational structure and clear instructions from authority to function. They, like fives, struggle with on the spot decision making and prefer behind the scenes work (Palmer & Brown, 1997).

Type Seven: The Enthusiast

Sevens are the team members that are skilled in brainstorming and creating new ideas for a team to work on (Palmer & Brown, 1997). They are adventurous, thoughtful, and flexible, often like fours, focusing on creative avenues to explore. They are very resilient in the face of setbacks and will be ready with a backup plan (Riso & Hudson, 2003). Their ideal workplace

environment is one that allows them to be creative and non-repetitive. They not only are skilled at creating plans but are good at delegating them to others. However, when it comes to completing a project, they would much rather stay in the brainstorming stage (Palmer & Brown, 1997). Unlike other types, they are fine with change and keeping up with new ideas. They are not interested in regulations and would rather work independently in a team setting (Goldberg, 1999).

Type Eight: The Challenger

These individuals were born to lead others. Eights can often be described as assertive, direct, independent and resourceful. They are seen as an inspiration to others due to their natural tendencies to take charge and fix injustices. Eights advocate for those who may need someone to speak for them. These types are interested in autonomy and teaching others to be self-sufficient (Riso & Hudson, 2003). Though they can come across as unemotional, they are actually very vulnerable and will open up to those they love and respect. However, they may also feel the need to get revenge on those who have wronged either them or their loved ones (Lapid-Bogda, 2007). They enjoy job environments where there is competition and a clear order of command to follow, most ideally an environment where they can be in charge (Palmer & Brown, 1997).

Type Nine: The Peacemaker

Nines value harmony and stability in their lives. They are relaxed, agreeable, trustworthy and easygoing. They do not like change or conflicts and will often avoid situations where either of the two occur (Riso & Hudson, 2003). Teams are where nines thrive as they will work to create harmony among team members. This means taking into consideration everyone's ideas and following the rules (Palmer & Brown, 1997). They do not like to be in environments where there are low interactions with others or high-pressure decisions are made quickly. They need to

be supported and see that others are also supported (Goldberg, 1999). Because of their fear of conflict, they will often avoid expressing their own needs or opinions and this can lead them to build up negative attitudes towards others (Riso & Hudson, 2003).

Each of the nine types brings something different to the team atmosphere. For example, some types prefer to be heavily involved in brainstorming, while others prefer to focus on completing the tasks ahead. The nine types share similar values but they also have qualities that frustrate each other. Nevertheless, they can work through those frustrations to make an effective team.

Defining an Effective Team

In order to understand personality workshops and how they help in team development, it is imperative to define their end goal, an effective team. There are many opinions on what makes up an effective team from strong leadership to cooperative thinking. These qualities discussed below will provide a foundation for building a guide for team development.

According to an article titled “Building Effective Teams and Teamwork,” team building is important to the health of organizations as growth is a normal part of team functioning (Matthews & McLees, 2015). The article describes effective teams as having a strong leader that focuses on establishing visions for the team and gaining credibility among team members. Strong leaders can therefore influence their teams to become effective. Another aspect of effective teams is that each member knows their role and therefore allows the team to perform at the highest level possible. Group members provide feedback to each other on how they think the group is functioning and what may need to be improved (Matthews & McLees, 2015). Led by a strong leader, these teams value disclosure and utilizing each person’s unique set of strengths.

In a journal article titled “What characterizes effective management teams? A research-based approach,” management teams were assessed to see what aspects made them effective in both leading others and being a part of a team. It was found that effective teams find results in “task performance, individual well-being and growth, and team viability” (Bang & Midelfart, 2017, p. 36). This means that the team has clear goals they work to accomplish, members work to help each other reach personal goals, and the team is constantly self-sustaining and adapting to change. Teams with a set of norms can better understand how their team thinks as a whole and are able to foresee how members of the team will communicate with each other. Teams that deal with behavioral integration, or cooperative decision making, may have higher team functioning overall (Bang & Midelfart, 2017). Therefore, a team that performs as a unit, is likely to make productive and results-driven decisions.

One of the most important aspects of high functioning teams is their ability to learn as a group by reflecting on the quality of the team’s performance (Bang & Midelfart, 2017). An example of reflection could be evaluating both strengths and weaknesses which can be assessed along with personality types in a team. This means being aware of how a high quantity of certain personality types may be leading the team to develop blind spots. Team building workshops may provide practical ways for members to reflect on what strengths and limitations their team may have.

According to the research presented, teams that possess these qualities discussed are more likely to be effective. Teams with a strong leader, clear goals, and reflection on limitations and strengths move towards establishing emotional intelligence. Emotional intelligence may be gained by reflecting on strengths and weaknesses and therefore better understanding ourselves and others. Personality workshops identify characteristics of people and then provide reflection

how those characteristics affect groups or individuals. These workshops that allow team reflection may build effective teams.

Personality workshops other than the Enneagram

Currently, there are many personality-based workshops that a company could choose to use to improve their team. One of these workshops uses the Work Personality Index (2001). This test is used by a Canadian based company known as Psychometrics. The main goal of the workshop is to assess what each individual values most in a workplace and how those values could be attributed to specific jobs. It also determines what kind of approach each member is likely to take while working in a team, for example, doing behind the scenes work or taking the lead as an organizer and presenter. Tests like the Work Personality Index are very specific to the workplace environment which could prove to be useful to an employer wanting to implement a test into their team.

The MBTI personality test, is often used in workshops by large organizations and companies for team development. Two examples of these workshops include Typefinder (n.d.) and KSL Training (2005). One workshop put on by a company known as Typefinder can cost around \$1000 for groups around 100 people. It focuses on conflict management between differing personalities among team members. It caters to small and large groups of people and includes a workshop kit and presentation guide for bosses to include in their discussion of the team members results. Typefinder is primarily focused on individual growth and what each type can bring to the group.

Another Meyers-Briggs workshop is put on by a company based in the United Kingdom known as KSL training. This workshop is focused on what each personality type brings to the team and how the team may make decisions based on what personality types make up the group.

The KSL training considers the group as a whole rather than each individual's type. This seems effective in team building, because in order to grow a team, one must understand what kind of team is currently present. The entire team's communication preferences are considered as how the team communicates as a whole rather than each individual's own preferences.

These three workshops all include training that is effective for team building. They emphasize the importance of personality characteristics and how that may influence the health of a team. The Work Personality Index training targets workplace development, which is helpful to companies as it is focused on one aspect of personality development. The program is specific to what individuals need in the workplace. This is a good focus on one aspect of how personality tests can be applied. The Typefinder workshop focuses on conflict management which could be helpful in a group that is conflict heavy. However, MBTI is made up of 16 personality types, which may be hard to track in a large company. This is why the Enneagram, made up of 9 types, may be more manageable in a workshop. The KSL training considers the team, not just the individual, which is important for team development. However, like Typefinder, the KSL training includes too many personalities to work with. The combination of a manageable number of personality types, and the direct application of the Enneagram to specifically the workplace may be why Enneagram workshops could prove to be more effective.

Current Enneagram Workshops

Although the Enneagram was not originally created for the workplace, it has become a widely used tool in workplace development. Many companies have taken different approaches to implementing the Enneagram in groups. One of these companies, The Integrative 9 (Cloete, 2011), offers trainings for coaches, teams, and individual growth. With teams, Integrative 9 focuses on the team as a unique unit with norms and values that may influence specific team

members. It sees each member as a contributor to the groups functioning and addresses how working with diverse members could lead to conflict. Each group functions differently, as each member contributes a unique perspective that influences group decisions.

A program titled, The Enneagram at Work (Peter O'Hanrahan, 2010), is based on 3-4 hour sessions on identifying personality types and then creating plans for action. This program addresses the fact that types that are missing from the group can affect the team. It also recognizes that each team member brings a set of resources that can be utilized for team growth. The program is based off of different sessions that individuals can choose to participate in. Though the multiple programs offered may be helpful for implementing the Enneagram in a variety of ways, it is not fully focused on team development. An organization that is focused on team building may want a specialized program.

After researching various programs that use different personality types for workshops, it became clear that the Enneagram is best suited for team development. As a personality test, the Enneagram seems effective in both large and small group development as there is not a wide variety of types to consider in the group. The Enneagram also was created with growth factors in mind as people can change based on their healthy and unhealthy habits. These growth factors further group development as individuals become aware of unhealthy characteristics in their specific types. It is imperative to understand the potential areas of stress and growth for team members, as this may allow for further team building. Two ways to understand the types and how they process decisions are to look at centers of thinking and stances of each type.

Centers of Thinking

The nine types can be broken up into three different ways of thinking. These ways of thinking are based on an emotion that three types share. Each of these unique thinking patterns

can give us a better look into understanding each type, as well as understanding the characteristics that types may share. The three different centers of thinking are known as head/thinking, heart/feeling, and gut/instinctive (Enneagram Institute, 2017).

The head center, or thinking center is made up of fives, sixes and sevens. This center is founded on the emotional response of fear. The types value clear guidelines and the pursuit of security. They therefore, need to create strategies and sources of support to combat these anxieties or fears (Fitzel, n.d.). Each type within this center deals with fear in vastly different ways, but still shares this dominant emotion over all others (Enneagram Institute, 2017). Type five personalities deal with their fear by shoving it inside, while type sevens hope to distract themselves from their fear by focusing on other aspects of life. Sixes are unique in the aspect that they face their fears by either facing it head on or running from it. Those in the thinking center analyze information to prove how trustworthy it is, and seek to understand a problem before jumping to solve it (Goldberg, 1999). This thinking process allows for these centers to feel comfortable in their daily lives.

The heart or feeling center is made up of twos, threes and fours. Their main emotion is shame and they wish to avoid feeling this emotion as much as possible (Enneagram Institute, 2017). These individuals are people focused, and want to be noticed by others. To do this, they want to create a positive self-image and desire others to notice their qualities. All three types hide qualities that they perceive as shameful in different ways (Fitzel, n.d). In order to avoid their own shame, fours retreat to themselves and focus on how unique their talents are (Enneagram Institute, 2017). Threes avoid both their feelings and the feelings of others by focusing on getting the job done (Goldberg, 1999). Twos on the other hand may encourage emotional responses from others to make themselves feel better (Enneagram Institute, 2017). The heart

way of thinking compares and contrasts past experiences and feelings when making decisions which may be to avoid the feeling of shame if something goes awry (Goldberg, 1999).

The gut or instinctive center is made up of eights, nines and ones. They deal with the primary emotion of rage/anger. They are drawn to this emotion by their need to maintain autonomy and independence from others. When they feel threatened by others and cannot assert their needs they may lash out in anger (Fitzel, n.d.). Eights may cope with anger by acting out and physically showing their emotional response. Nines on the other hand, avoid this anger and try to deny their inmost feelings. Ones, being perfectionistic, try to control their anger by repressing it (Enneagram Institute, 2017). In making decisions, the gut centers compare what strategies were used before and either follow those guidelines or create new ones (Goldberg, 1999). This allows for autonomy in making decisions because the gut centers are in control of their strategic plan.

The Stances

The Enneagram types have unique ways of coping when threatened. These are known as Hornevian stances, named after the psychoanalyst Karen Horney. Under pressure, types will fall into three different categories: compliant, aggressive/assertive, or withdrawn (McKinely, 2014).

The compliant stance consists of ones, twos and sixes. Being labeled compliant does not mean that these types are always compliant to others, but that they comply to their own internal set of rules. These rules are their own belief system that help them navigate uncertainty. Ones demonstrate this by making sure their work is done perfectly to their internalized standards, which saves them from feeling criticized. Twos comply by caring for others in order to earn their love and attention (Fitzel, n.d.). They therefore follow the rules by being the perfect companion and complying to how they believe others want them to behave. Sixes want to gain

security by pleasing an authority figure and complying with that individual's rules or ideals. Ultimately, compliant types do what is expected of them and have a hard time relaxing when there is work to be done (Fitzel, n.d.).

Aggressive/assertive types are made up of threes, sevens and eights. When stressed, these types reinforce their boundaries by becoming aggressive or assertive (McKinely, 2014). They are extremely motivated to accomplish whatever task they deem important at the time whether it is taking charge, delegating or brainstorming ideas. Threes accomplish this by asserting their need for praise from others. As highly adaptable people, they will change their persona to ensure they will receive praise. Sevens want satisfaction from either ideas or others and will seek out entertainment if it is not found. Eights want autonomy from others and will become aggressive if they are not in control of their environment (Fitzel, n.d.). Ultimately, aggressive/assertive types demand what they want to see happen and may push back on others who do not support their direction.

The withdrawn stance is made up of types four, five and nine. When they are stressed, they withdraw into their minds or their own spaces (Fitzel, n.d.). They try to avoid threats and obstacles as much as they can by shutting them out in order to not be overwhelmed (McKinely, 2014). Fours accomplish this by intentionally retreating into their mind and creating fantasies. Their imagination keeps them from focusing on the stressful event. Fives do this by thinking about the problem and attempting to rationalize it in their mind. Nines do this by relaxing and minimizing their own wants to create peace with others. Ultimately, these types need to withdraw from others and contemplate their ideas before asserting themselves (Fitzel, n.d.).

Methodology

To effectively build up a team, leaders of the group must understand what kind of team they are working with. When researching how the Enneagram is currently being implemented for the workplace, there were a plethora of different programs and books on the subject. However, these programs and books miss a crucial component to effectively using the Enneagram as a team building tool. They focus on each person as a type that then makes up a team. Even though this is true, it does not show how the team actually becomes a type in itself. A team made up of primarily one or two types has a different dynamic than a team that is full of a diverse group of individuals. A team that is made up of mostly one or two types may influence the team to develop characteristics that are not representative of all the team members. An overabundance of one type over the eight others may also cause the team to possess blind spots. For example, a team made up of primarily nines may not stand up for themselves when threatened or challenged. The team may be so blinded by their need to promote harmony that they are taken advantage of by the demanding business world. I believe that looking at the team as its own personality type, made up of multiple personalities, may give a better understanding on how healthy that team is functioning.

For a team to function, it is important for each member to realize that they are a valuable addition to the group, and that they bring something unique to the group atmosphere. Each personality type brings strengths to a workplace and building upon those strengths can lead to important team cohesion and growth. I believe that the removal of one team member can dramatically change the dynamic and potentially the capabilities of the group as a whole. This could mean that when a new team member is added, it takes a while for the team to adjust to fit

the needs and abilities of that group member. Teams need a practical resource to assess what types are present in their groups and how these types may influence group decision making.

After researching about current workshops that use different personality types, including The Enneagram, it became apparent that even though they provided resources for development, they were more focused on individual growth than team building. The Work Personality index focuses on the individual and is not as adaptive to other aspects of life other than the workplace and problem solving. Typefinder, on the other hand, focuses on self-growth instead of team growth. Even personality workshops that use the Enneagram like the Integrative 9, or The Enneagram at Work are not fully focused on team development. It became clear that a resource was needed that was solely created for effective team building.

For the creative aspect of my thesis, I will be creating a guide that teams can use for development. Many presentations and programs have been created that focus on team development, but these are usually expensive and time consuming. I plan for this guide to be simple and a self-guided training that allows for self-reflection. Individuals will be able to personalize the guide and space will be provided for jotting down emotions and reactions. My hope is that by allowing space for individuals to personalize the guide, that it will make the information easier to recall and remember. Since all nine types work and process information differently, they can each approach the guide in different ways.

This guide will be used as a building block for groups to utilize to as their teams change over time. The overall goal of the guide is to allow a company to improve the functioning of their already established team and create more effective high-performing teams overall. One way to improve the functioning of a team is to understand how team members think and approach problems. Teams with primarily one or two types may be heavily influenced by the

stances and ways of thinking of these dominant types. This influence can allow teams to develop blind spots which can hurt team functioning. My goal is that this guide is used preventatively for teams to understand these blind spots and work towards a healthy team functioning.

The first section of the guide will be focused on information relating to each type. This includes brief descriptions of each type and information on how to use the guide. It will be assumed that individuals utilizing in this guide/workbook will already be aware of their Enneagram type. Therefore, the information presented about each type will be used as a reference for others to better understand their team members.

The majority of the content in the guide will be found in the second section. This section will build upon information discussed for each type. Teams can input how many of each type are present in their team, and then use the guide to see how that affects the overall makeup of the group. This section will include a space for members to input how many of each type is present in their group, including a space to list percentages of each type. This information will then be used in the next two sections of the guide devoted to team centers and stances. These sections are based on the assumption that having a majority of similar types with the same centers or stances will influence the team's functioning. After calculating the majority of each type, groups will be able to read the descriptions of their stances and centers. These descriptions will give group members a better idea of how their group process information and deals with conflict. It will also include information for team members who are in the minority stance or center of their group.

The next section includes an explanation on how to apply this information to the workplace. Following this application, participants can discuss the reflection and application questions provided. Since group reflection is so important in creating effective teams, there will be questions provided for individuals to answer as well as entire groups. These will be brief

questions to lead to further discussion of how the group can use the information presented in the guide. The last part of this section will include suggested team building activities.

Significance and Areas for Further Development

After researching various personality workshops, it was clear that this guide is unique. Unlike other guides, it gives leaders ideas on how to implement the content to their teams and lets them take the lead on using the information rather than step by step instructions. Most guides or workshops are led by a presenter or include large amounts of content that must be deciphered. This guide is innovative in its straightforward and brief explanations. Allowing a leader to interpret the guide as they see fit is something that most other workshops do not provide.

The significance of this research and guide is dependent on how companies or groups choose to use it. For a team that is not familiar with personality tests, the guide provides an introduction on how the Enneagram can be utilized. My goal in creating the guide was to make it simple and able to be customized. In the future, my hope is that the guide will be developed further to include information on wings and arrows, both of which are explained by visiting the Enneagram Institute (2017) website.

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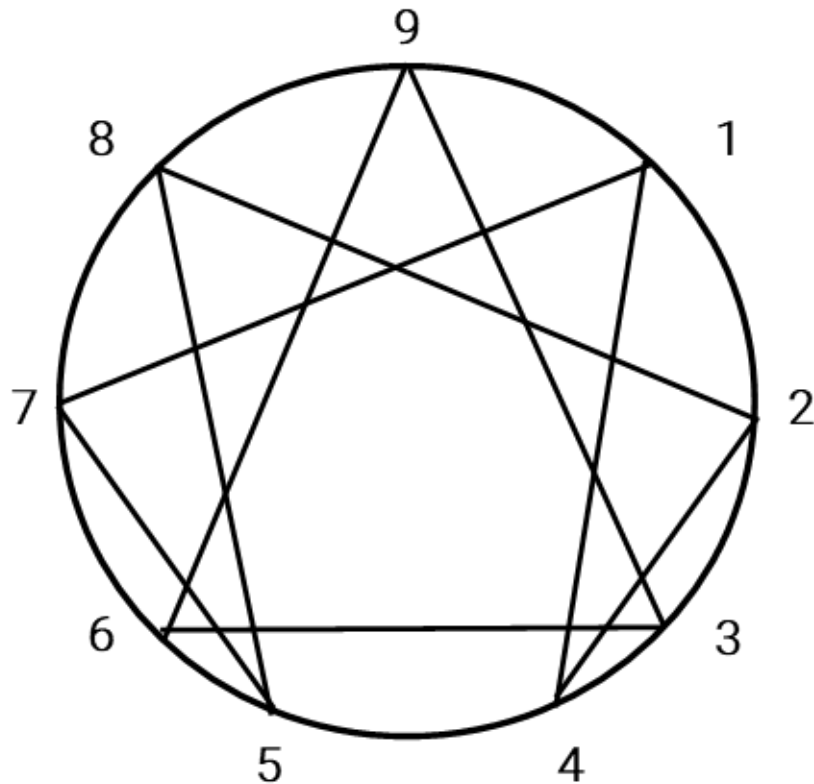
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A Guide to Implementing the Enneagram for Team Building



Introduction

This guide was created to assist employers, group leaders and professionals in implementing the Enneagram in their teams. This guide will be a tool to reference information about types and how they interact in a team setting. It is based on research conducted by various authors and researchers of the Enneagram. For more information and explanation, please refer to the literature review attached to this thesis titled "Implementing the Enneagram for Team Building."

Finding your Type

Before reading the following sections, each group member should take the Enneagram test. A suggested test is the "Eclectic Energies Enneagram Tests (free)" (Ewald Berkers, 2019).

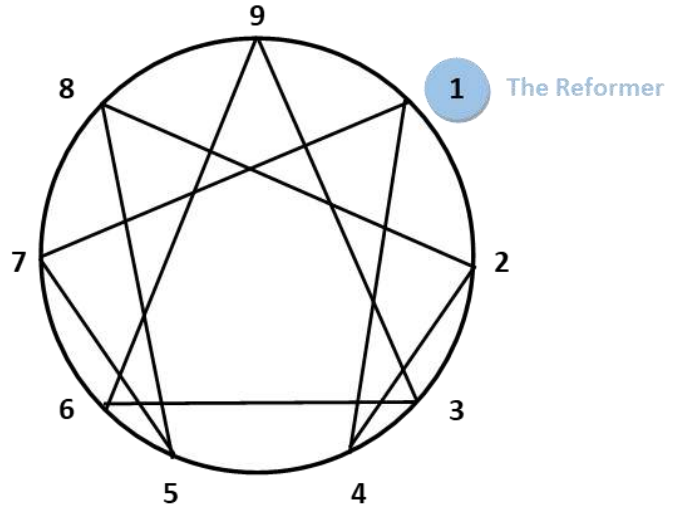
Link to website <https://www.eclecticenergies.com/enneagram/test>

The test will give each individual a number which are further explained in the following section. After taking the test, read through the 9 types presented below and compare/contrast this to your results. You can adjust your test results as you see fit. It is important to feel confident in your Enneagram type before moving on to the type descriptions.

For team use, group members may even find it helpful to write in their group member's names who fit each type for easy reference on the following pages listing each type.

Type One: The Reformer

*"No, I'm not saying perfect
Exists in this life
But we'll only know for certain
If we try"*
-Atlas: One, Sleeping At Last



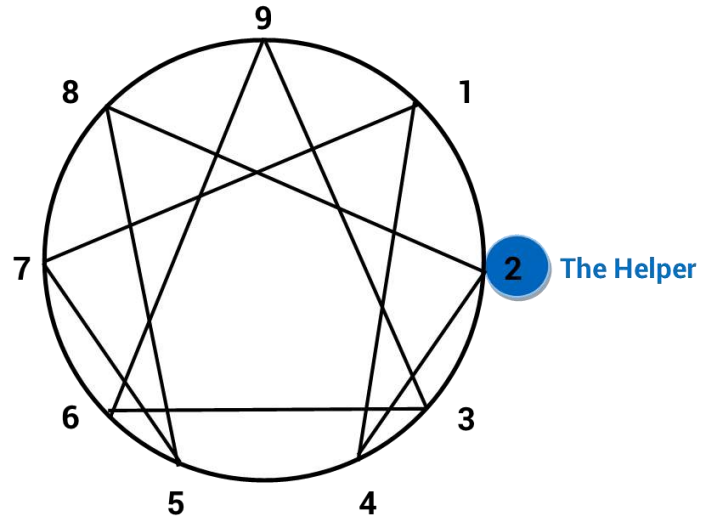
Way of Thinking: Gut	Stance: Dependent
Strengths	Responsible, disciplined, sensible, great at time management, always looking to improve the world around them
Blind Spots	Perfectionistic, critical of self and others, impatient, afraid of failure, struggle seeing the difference between doing something right vs effective.
As a Manager	Employees are led to model their behavior after the boss.
As an Employee	Work is done on time and is detailed. They will often stay late to make sure the job gets done.
In a Team Setting	Prefer detail work and will focus more on the project than the group members
Ideal Work Environment	Very stable and clear organizational structures. Their job requires a keen attention to detail. They are often praised for their efforts even if they do not ask for it.
Unpleasant Work Environment	There is lots of change and not clear guidelines on how to complete a task.

My Team Members who are this type

Type Two: The Helper

*"I just want to build you up, build you up
 'Til you're good as new
 And maybe one day I will get around
 fixing myself too."*

-Atlas: Two, Sleeping At Last

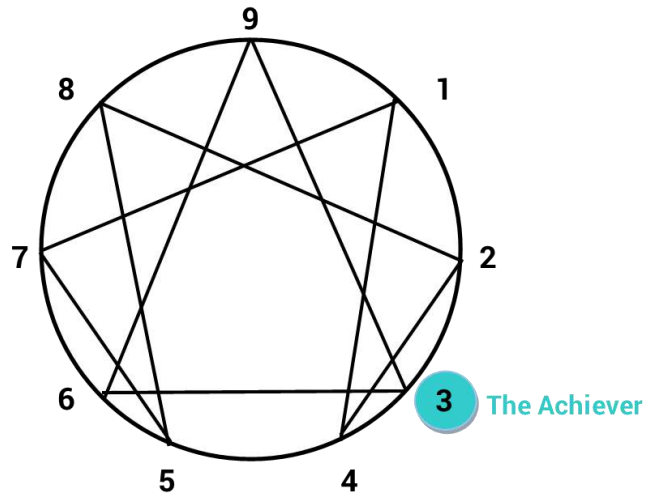


Way of Thinking: Heart	Stance: Dependent
Strengths	Great communication skills. Know the needs of others and are willing to act upon those needs. Great encouragers.
Blind Spots	Struggle to establish effective boundaries with others. Overextend themselves. People- Pleasing, Self-destruction, Martyr for others, Not in touch with own needs
As a Manager	Powerful leaders because they understand what others need. They know their employees very well.
As an Employee	Adept at organizing work and people to get jobs done.
In a Team Setting	Do not like teams where everyone is equal. Prefer to be challenged by others. Help others stay focused on goals and utilizing their skills.
Ideal Work Environment	Work environment has lots of positive feedback and time to interact with others.
Unpleasant Work Environment	Isolated from others. Constantly receiving negative feedback

My Team Members who are this type

Type Three: The Achiever

*"Now I only want what's real
To let my heart feel what it feels
Gold, Silver, or bronze hold no value here
Where work and rest are equally revered."
-Atlas: Three, Sleeping At Last*

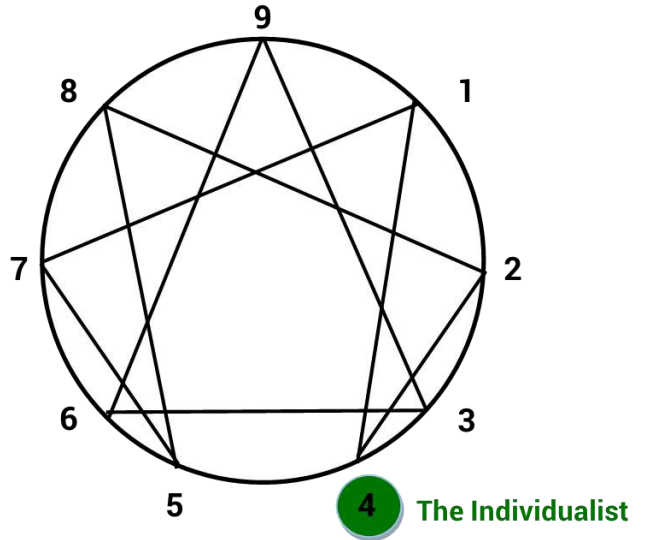


Way of Thinking: Heart	Stance: Aggressive
Strengths	Excellent at productivity and are highly motivated. Adaptable, Role-Model for others, present their best qualities always
Blind Spots	Workaholics, Unhealthy competition with others, Vain, Self-Promoting, may struggle with dealing with own emotions and emotions of others
As a Manager	Task oriented individuals. The workplace is where they can show off their skills. Will gain employees trust easily
As an Employee	Do not want to appear incompetent or fail at a task. Very good at working with clients and gaining trust from others.
In a Team Setting	May forget the difference between a team win and an individual accomplishment. Makes sure the team is running efficiently and motivates others to win.
Ideal Work Environment	Need a job with room for moving up the ranks, need to be rewarded and given concrete feedback
Unpleasant Work Environment	Projects are long and have little results, the job has periods with no projects to tackle and are boring.

My Team Members who are this type

Type Four: The Individualist

*“What if we already are
Who we’ve been dying to become
In certain light I can plainly see
a reflection of magnificence
hidden in you and maybe even in me.”
-Atlas: Four, Sleeping At Last*

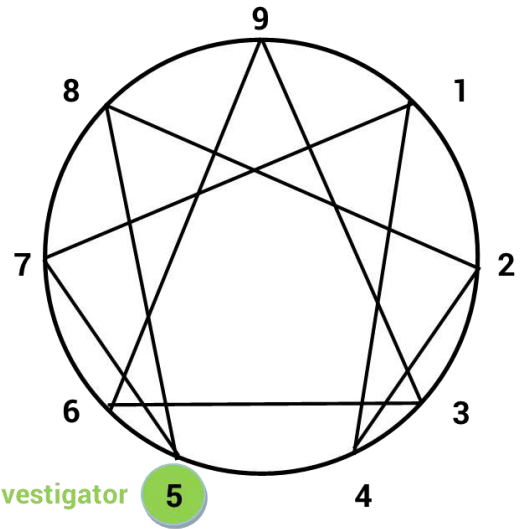


Way of Thinking: Heart	Stance: Withdrawing
Strengths	Creative, Witty, Passionate and in tune with emotions, Interested in Aesthetics and making connections with others
Blind Spots	Dramatic, Moody, May not follow rules for fear it stifles their creativity, May compare themselves to others
As a Manager	Motivates team to think outside the box, Inspirational, intuitive to the tasks at hand
As an Employee	Work is very personal, value consecutiveness to other employees.
In a Team Setting	Do not like to be treated like a member, but want to stand out and be different. Motivates team to be creative.
Ideal Work Environment	Work is focused on creativity and individuality, Allowed space to show unique ideas and are given objective feedback
Unpleasant Work Environment	Boring or rigid routine work, creativity is stifled

My Team Members who are this type

Type Five: The Investigator

*"I want to watch the universe expand
I want to break it into pieces
Small enough to understand
And put it all back together again."
-Atlas: Five, Sleeping At Last*

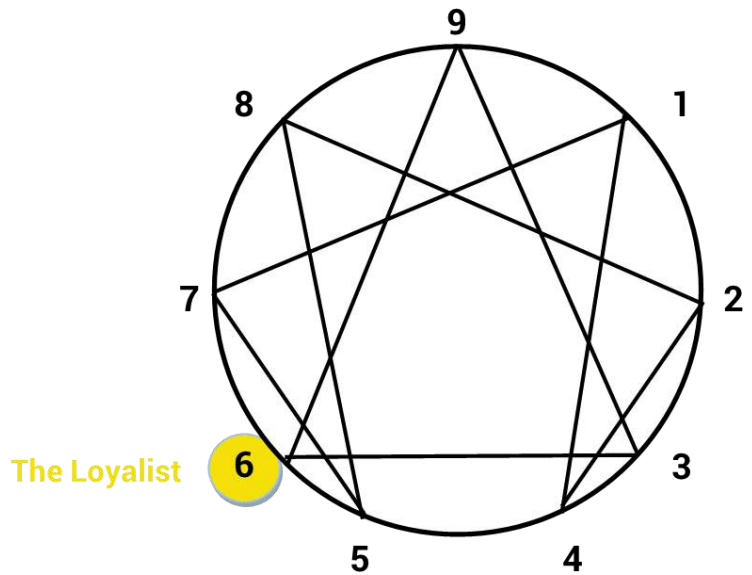


Way of Thinking: Head	Stance: Withdrawing
Strengths	Inventive, most independent of the types, they do not get bored easily as they love to learn. They are good at compartmentalizing their roles in their environments.
Blind Spots	May not compromise with others which may make them appear impractical. They may not take care of physical health as they get so wrapped up in a project. They do not like be questioned or asking for help
As a Manager	Manage from behind the scenes, work independently and may expect employees to do so as well
As an Employee	Systematic in thinking and realistic on how long projects should take. They need clear goals and tasks to complete
In a Team Setting	Do not like to brainstorm ideas as they need time to process information before and after meetings. Possess large knowledge base and are great at managing information.
Ideal Work Environment	Job allows alone time to process information, there is privacy and they do not have to interact with others often
Unpleasant Work Environment	Lots of emotional interactions, decisions made quickly, the job has a lot of competition

My Team Members who are this type

Type 6: The Loyalist

*"Is that courage or faith
To show up every day?
To trust that there will be a light
Always waiting behind
Even the darkest of nights."
-Atlas: Six, Sleeping At Last*



Way of Thinking: Head	Stance: Dependent
Strengths	Reliable, hardworking and cooperative. They will commit to a project 100% and can be counted on to complete it.
Blind Spots	May worry a lot or be suspicious. Need to test others to prove their loyalty
As a Manager	Very protective and are always prepared for threats against their employees. Good at identifying and fixing problems
As an Employee	Adept at spotting problems, value interpersonal time, good at coming up with solutions to threats
In a Team Setting	They assess who they can count on. Need to know their role and may work on interpersonal issues more on getting a job done.
Ideal Work Environment	Clear organizational structure, clear authority
Unpleasant Work Environment	On the spot decision making, constantly changing environments, behind the scenes work

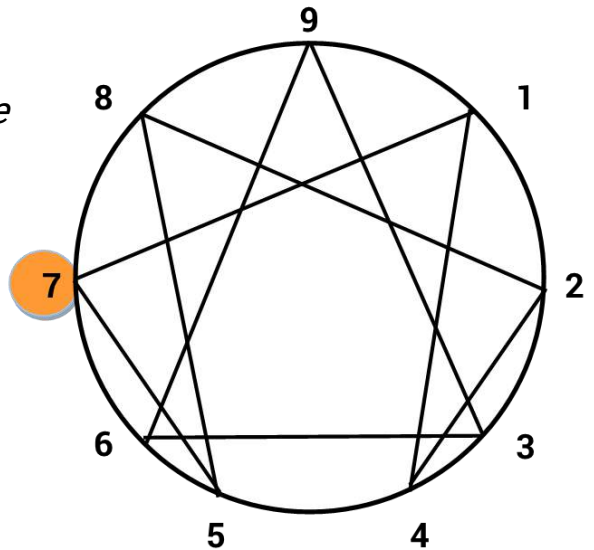
My Team Members who are this type

Type Seven: The Enthusiast

"It feels like sinking when I'm standing in one place, so I look to the future and I book another flight. When everything feels heavy, I've learned to travel light."

-Atlas: Seven, Sleeping At Last

The Enthusiast



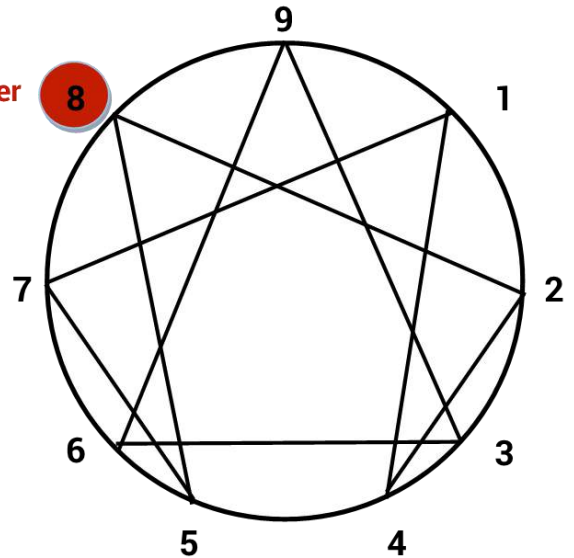
Way of Thinking: Head	Stance: Aggressive
Strengths	Spontaneous, adventurous, and like to celebrate life. Have lots of resilience when there is setbacks to their plans.
Blind Spots	May become scatter minded and distracted, may have a hard time saying no
As a Manager	Good at creating plans and delegating, good at networking and empowering employees to come up with good ideas
As an Employee	Do better when there are many bosses instead of one to report to. Great at brainstorming ideas.
In a Team Setting	More likely to be present during the brainstorming part of the meeting than when the project is happening, do not like accepting responsibility.
Ideal Work Environment	Work independently, allows for creative ideas and input
Unpleasant Work Environment	Rigid environments that stifle creativity, work that is repetitive, tight schedules

My Team Members who are this type

Type Eight: The Challenger

*"I'll shake the ground with all my might
and I will pull my whole heart up
to the surface. For the innocent, for the vulnerable,
And I'll show up on the front lines with a purpose"*
-Atlas: Eight, Sleeping At Last

The Challenger

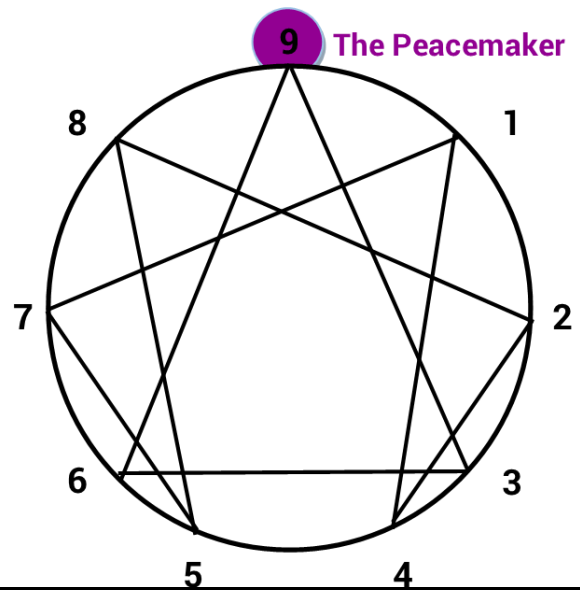


Way of Thinking: Gut	Stance: Aggressive
Strengths	Assertive, independent minded, and resourceful. Advocate for those who need it, direct and effective leader
Blind Spots	May come across as too blunt and confrontational.
As a Manager	Good at taking charge, direct, confrontational, will take care of the employees and stick up for them
As an Employee	Prefer to be in leadership positions, very motivational individuals and will have high standards. Believe in the importance of being self-sufficient.
In a Team Setting	Give others energy and motivation, use their power to the group's advantage. Will advocate for others and the team.
Ideal Work Environment	Competition, clear order of command, risks are taken but they provide big impacts
Unpleasant Work Environment	Being micromanaged, formal and traditional

My Team Members who are this type

Type Nine: The Peacemaker

*At the time this thesis was submitted,
Atlas 9 was not yet released.*



Way of Thinking: Gut	Stance: Withdrawing
Strengths	Relaxed, agreeable, steadfast, and easygoing. Go with the flow individuals who want unity to happen
Blind Spots	May be inattentive to their own needs and not stick up for themselves
As a Manager	Everyone gets a say, will coach others and support them.
As an Employee	Great listeners and will take everyone's opinions into consideration when making a decision
In a Team Setting	Natural element. Great at building teams and will make the team work harmoniously
Ideal Work Environment	Many ideas are considered, supportive, low conflict.
Unpleasant Work Environment	Decisions need to be made by them. Changing environments, high pressure

My Team Members who are this type

Disclaimer

The following pages of the guide are based on research collected through various sources of the Enneagram. However, the information presented on the utilization of this research is subjective, based on theory. All descriptions of both ways of thinking and stances are constructed using a perfect world mentality where each type is operating in a healthy manner. The descriptions that follow identify ways of thinking and stances for each type based on core values of individuals with that type. This is not saying that members of a team cannot differ from these qualities or utilize other strategies for approaching problems. This guide is merely based on the theory that a team made up of a majority of one type over another may develop qualities that are directly related to the majority type. It is not considering that some individuals possess qualities that may overpower the types of others.

When utilizing this guide for team growth, it is important to note that though every type has areas of blind spots, this is not something to dwell on when in a team. Look at these blind spots as areas of improvement, not as limitations of team members. The Enneagram should also not be used as a tool for hiring and firing employees. Though a perfect team would include 9 healthy types, this does not mean that a company/ organization should try to accomplish this during the hiring process. This guide is to be utilized with an already established team who has already taken the Enneagram test. It is not an all-inclusive guide, but a building block that companies can use as their team changes over time.

Type Inventory

Take inventory of how many of each type are in your team and list below. This information will be vital to identify how these types may affect team functioning. It is important to include the type of the team's leader if applicable.

Calculate the percentage present of each type in your team by taking the number of each type divided by the total number of team members. Note this total in the appropriate boxes provided.

Number of each Type ÷	Total Number in Team	= Percentage
Type 1		
Type 2		
Type 3		
Type 4		
Type 5		
Type 6		
Type 7		
Type 8		
Type 9		

Team Centers

Each type has a unique approach to problems. The method that they use to solve these problems may be using their head, heart or gut. Using the information gathered in the Type Inventory section, add up how many team members are present in each of the three groups presented. Then read the descriptions that follow.

Total Number of 1,8,9's

Total Number of 2,3,4's

Total Number of 5,6,7's

Characteristics of Teams

If you had a higher number of 1,8,9 your team's center is **Instinctive/Gut**.

Your group may primarily make decisions based on previous strategies. These strategies are assessed on their performance and then tweaked to meet the needs of accomplishing a goal. However, your team's main emotion that they try to avoid is anger. Members may become frustrated when projects are not completed efficiently or effectively. For members of the group who do not fit this center, make sure to let your feelings be known and direct the group towards harmony. There is no way to make a project perfect, and sometimes your group may be blinded by focusing on doing things right. Make sure to spend time looking at how your decisions will affect others and how well you utilize information.

Strengths

In order for your group to make decisions, you either create new guidelines or reframe old ones. This allows you to establish your own boundaries that your group feels comfortable with. Your group does not like others dictating any decisions or trying to change the group atmosphere you work hard to control. Your team likes guidelines and clear direction when solving problems and can be extremely motivated to get the job done. Your group knows what they want to accomplish and may become aggressive if challenged. Ultimately the core of your group is self-proclaimed boundaries. You know and believe in the mission statement of your group and will advocate for those who follow similar missions.

Blindspots

At the core, you are not a team that is willing to change your opinions or beliefs. However, it is important to be flexible in considering the opinions of others. This does not mean being completely compliant with beliefs that you do not agree with, but just allowing space to consider different opinions without preconceived judgement. It is okay to be passionate about a project, but make sure to direct this passion towards the completion of the project and not take things too personally. Make sure to spend time looking at how your decisions will affect others and how well you utilize information.

If not a 1,8,9 but in this team

Make sure to express your opinions to your team members by allowing space for discussion. It is not advised to demand change as the gut center may take this as an encroachment on their boundaries. If you are a heart thinker, do not take the potential directness of a gut center personally. Speak directly to your team members on what you value and what boundaries you wish to set, while encouraging them to be transparent about their own needs as well. If you are a head thinker, encourage your team members to assess the risks of a project before making decisions.

If you had a higher number of 2,3,4 your team's center is **Feeling/ Heart**.

Your group primarily makes decisions by comparing and contrasting the options presented. Shame is the emotion that you try to avoid, as you want to appear that you have it all together. Being seen as the best is something that your team strives for, and you want to be recognized for it. However, you may struggle with effectively processing your own emotions and spending too much time pleasing others.

Strengths

In order to make decisions your group compares and contrasts already created plans. This allows you to determine what option follows your mission more accurately. You are acutely aware of how your team looks to the outside world as your image is something you expertly craft. Ultimately the core of your team is the need to be appreciated and valued. This means getting feedback on how well your group is doing and what areas you may need to improve upon. You want others to notice your successes and also provide for the successes of others.

Blindspots

Your team does not have to sacrifice to look good to the outside world. Sometimes no attention from others is exactly what your team needs, but often you feel forgotten if others fail to notice your team's successes. Because you are emotion driven, it may be hard to move forward on projects that do not benefit everyone involved.

If not a 2,3,4 but in this team

Be comfortable expressing your feelings and be willing to share how you feel about situations. If you are a head thinker, encourage your teammates to look at the data as facts that can help other people. It may be helpful to humanize the data presented. If you are a gut thinker, make sure to direct your teammates to make decisions even if it will not

benefit everyone. But be aware that the way you say it may make heart thinkers take it personally.

If you had a higher number of 5,6,7 your team's center is **Thinking/Head**.

Your group primarily makes decisions by analyzing all pieces of information before moving forward. This is due to the fact that your group's main emotion that you try to avoid is fear. Therefore, you must make sure that information is trustworthy and will not harm you later. Your team is concerned with understanding all that there is to know about a topic. You are up to date on current findings and are interested in discovering new ways of approaching problems. You may find it hard to actually move forward on completing goals as you spend too much time in the brainstorming process.

Strengths

In order to make confident decisions, your group creates strategies based on analyzed information. You need to know that the data you are using is correct and can be trusted. Your team's main strength is not only your interests in obtaining information, but how strategically you use that information. Your team is one that is informed and prepared. Ultimately the core goal of your group is to find something to believe in that will give you the security you desire. This could be information, people, or a project that they think will be safe in pursuing. When you believe in something, you become passionate in making sure you understand and have explored every aspect of it. Your team is extremely good at processing information and using it well.

Blindspots

Your pursuit of security may inhibit you from acting on any project, as you feel like you must understand every piece of the project before moving forward. Do not spend too much time in the brainstorming process or in assessing information. Trust in your team's ability to use the information wisely and do not be afraid of taking risks sometimes.

If not a 5,6,7 but in this team

If data or facts do not interest you, do not be discouraged. If you are a heart thinker, encourage your teammates to believe in themselves and how they use the information they have collected. If you are a gut thinker, encourage your teammates to make decisions and the importance of taking calculated risks.

Team Stances

Each type has different stances that they take when under pressure or threatened. These stances can be assertive, compliant and withdrawn. Using the information gathered in the Type Inventory section. Add up how many team members are present in each of the three groups presented. Then read the descriptions that follow.

Total Number of 1,2,6's

Total Number of 3,7,8's

Total Number of 4,5,9's

Characteristics of Compliant Teams

If you had a higher number of 1,2,6 your team's stance is **Compliant**.

Your team is one that knows how you want things to be done. The way others think about the team is important so your team strives to be the best. The way your team accomplishes this is by following a set of standards that they have created based on their perception of success. You want things done in a way that will not hurt you later. If things do not meet your team's standards you often feel guilty that you could have done better. Your team know what you want to accomplish and has a good idea of what others will think of your work.

Strengths

Because of your team's strict standards, you make conscientious decisions. Things are done correctly and what others think about the work your team does is very important. Your group is very put together when you feel like others may be judging your work.

Blindspots

Because of your high standards, it is important to applaud your successes but also not be afraid of your failures. Your rules and standards may change overtime as you discover new ways to approach problems so being flexible is something to strive towards. Your team complies to how they perceive others judge them, which leads to making decisions quickly and irrationally. This can cause negative feelings in the group.

If not a 1,2,6 but in this team

Make sure to motivate your team members to be flexible in making decisions. This means encouraging them to take calculated risks. It is also important to point out false perceptions your team may have about how others perceive them. Some standards may be impossible to reach, and as a member of this team, it may be a good idea to show them data that points out these inconsistencies.

If you had a higher number of 3,7,8 your team's center is **Assertive**.

You are the people who know what you want and will make it happen. Your team is not afraid of pushing others to achieve your wants, but this does not mean that your team is angry or threatening. When you see something that you want to accomplish, the team will adapt to obtain it. If your standards are not met, the team will make it known to others either indirectly or directly.

Strengths

Because you know what you want, your team is one that people look to for ideas, direction and motivation. Your opinions matter and are taken seriously by others. As a motivated group, you often seek out new ways of accomplishing tasks.

Blindspots

It may be hard to work with others who do not have the same vision as you. As this group works together, it may be difficult to slow down to consider ideas that challenge your position. You must slow down, be flexible and listen to others in order to work efficiently. This means being aware of other's feelings.

If not a 3,7,8 but in this team

Make sure that in this team your voice is heard. You may find it hard to come to an agreement with your team members, but it is important to speak directly to them. Do not get your feelings hurt if these team members are direct in expressing themselves. Make sure that your opinions are not overshadowed, but encourage your team members to allow for open discussion of ideas before making any decisions.

If you had a higher number of 4,5,9 your team's center is **Withdrawn**.

This team is great at making informed decisions. However, in order to do so, you need time to think and process your feelings. Team members often retreat into their minds to understand their feelings about the situation before making any moves. Having too much information thrown at the team may be overwhelming, and you need time to think it over.

Strengths

Because your team processes information, you may be more prepared to make logical decisions. You connect your values to the information you process and when its time, you have a plan to present it. Thinking over information gives you more peace than jumping

into unfamiliar territory. This causes your team to be very skilled at predicting potential pitfalls and pointing out flaws because you have processed information.

Blindspots

The time you spend processing information may become too long. The conflict may have resolved itself before your team had time to think it over. When making a decision, people may become irritated at the team needing to think it over. Your team may become so overwhelmed at the pressure to make a decision, that they may procrastinate actually acting on any decision.

If not a 4,5,9 but in this team

Make sure that you encourage your team members to make decisions in a timely manner. Do not demand these group members to make a decision, but gently support them. Too many ideas at once overwhelms your group members, so make sure to allow time for them to process.

Strategies for application

The best way to use this guide is to allow group members to personalize the guide as they see fit. Remember that each type has various ways of approaching information, so approaching this guide should be no different. Some members may find it helpful to process and read the guide on their own to fully understand it. Some may want to brainstorm ways of using the guide for their team. The guide was created to be a conversation starter and can be built upon as the team sees fit.

Below you will find suggested questions and application activities that the group can use to further discussion about how to use the Enneagram in daily interactions. These are suggestions, but it may be helpful to do further research on more activities using the Enneagram to fit the needs of your team.

Reflection Questions

Individual questions

1. What characteristic(s) of your personality type stood out to you the most?
2. What type seemed the most similar to your type? What type seemed the most different?
3. How will you as an individual utilize the information in this guide in your team?

Team questions

1. How can we as a team utilize the information in this guide?
2. In what areas does our team seem to have blindspots?
3. In what areas does our team seem to have strengths?

4. After reviewing the stances/centers, how does our team look to outsiders? In other words, how do we present ourselves?

Ways to use the questions

1. Have individuals answer both sets of questions and share results with team
2. After individually completing both sets of questions, have team members get in groups based off of similar types. In these groups come up with ideas about what you think your team needs to improve upon and what you are doing well. Report back to the big group.
In small teams, get into groups by stances/centers rather than type.
3. Brainstorm in a group what you think your team values the most.
4. Get into groups of various types (or stances/centers) and discuss your differences/similarities.

Application Activities

Below are some suggested activities to practice using information about Enneagram types in team building.

Zoom Book

Purchase the book *Zoom* by Istvan Banyai and cut each page out. The book is solely a picture book where the author presents images that sequentially zoom out.

Give each of your team members a picture/pictures in the book and tell them not to show each other what they have. The facilitator of the exercise should not inform the group that the images are zoomed in or out, but should only tell the participants that the activity is called zoom and they need to put the pictures face down on the ground in order. Participants should describe their pictures to each other. The goal of this exercise is to see how well group members are able to communicate/ utilize their leadership styles based on their Enneagram type.

Processing questions for this activity

1. What was frustrating about this exercise?
2. How well did our group communicate with a mixture of types? How well did each individual communicate with a mixture of types?
3. Who took charge? Who was the dominant leaders/passive leaders of the group? Did this correlate with Enneagram type?
4. Did any similar types group together to solve the puzzle?
5. How did you see the centers of each type play out in solving the puzzle? (head, heart, gut)
6. How did you see the stances of each type play out in solving the puzzle? (aggressive, withdrawn, compliant)
7. If our group struggled to communicate, how might the centers/stances of our types have played a role?
8. If any type was missing from our group, how did that affect our communication?
9. Did anyone feel uncomfortable? Why/Why not?
10. When we do not have all the instructions, how might we lean on each other in the future to problem solve?

Case studies

Another suggestion is to use a case study with your group. Some can be found in the following book.

[The 9 Ways of Working](#) by Michael J. Goldberg

Starting on page 21, this book goes into details about each type. In a section titled "Getting to know a (insert type)", a case study is presented about each type.

1. Look at each case study or choose a few for team members to read individually. Make sure to mark out the last sentence of the case study that says what type each case is.

2. Discuss as a large/small group what individuals believe what type each case study is describing. Then reveal what type the case study is about.
 - What characteristics led you to believe that this is the type that is presented?
 - If you identify as the type in the case study, what characteristics do you see as similar/different to the person described?
 - How would you work with the person described in the case study? In what ways could you see potential conflict when working with the type described? In what ways do you think you could work together?
 - If you are the type described in the case study, how would you like your coworkers to work with you? (Examples could be in making decisions, conflict resolution, brainstorming, in meetings)
3. At the end of this book 9 (pg. 296), there is a section titled "How Each of the Types Interacts with the Others." It may be helpful to pair up individuals of different types and have them read these descriptions. Then discuss what strategies they could use to avoid any potential pitfalls in communication between differing types.
4. If you have multiples of the same type described, have them get into a group and brainstorm ways they want others to work with them. They then present to the group a "how to talk to/ work with our type."

Conclusion

The goal of this guide is for teams to utilize its contents as they deem fit. The end goal is to further communication between team members on how their personality type influences the group's functioning. It should not be used to judge the characteristics of those around you or discriminate. Team members should be aware of other's ways of thinking and appreciate the diversity in their team. For more resources on the Enneagram, please consult the list of references below.

Please do not copy or reproduce this guide without permission from the author. For interest in using the guide for workshops, please contact Madilyn Scheessele at madilynscheess@outlook.com or at 317-489-7011.

References

For more information/sources on the Enneagram a list of references has been provided below.

Sleeping At Last- Atlas: All quotes used in Type Profiles came from lyrics derived from this album.

Micheal J. Goldberg (1999): [The 9 Ways of Working: How to Use the Enneagram to Discover Your Natural Strengths and Work More Effectively.](#)

Ginger Lapid-Bogda (2007): [What Type of Leader Are You? Using the Enneagram System to Identify and Grow Your Leadership Strengths and Achieve Maximum Success.](#)

By Helen Palmer and Paul Brown (1997): [The Enneagram Advantage: Putting the 9 Personality Types to Work in the Office](#)

Don Richard Riso & Russ Hudson (2003): [Discovering Your Personality Type.](#)

Enneagram Institute: <https://www.enneagraminstitute.com/>

The Hornevian groups: <http://www.enneagramokc.com/the-basics/the-hornevian-groups/>

The Centers/Social Styles: <http://www.fitzel.ca/enneagram/triads.html>