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iEQ9 INDIVIDUAL
Professional Report

integrative9
ENNEAGRAM
SOLUTIONS

Quick reference to all 9 Enneagram styles

1

Strict Perfectionist - Ones are about improvement and 'right action', ensuring things are done correctly. They are principled, with a clear sense of right and wrong and may seem idealistic, self-righteous or judgemental. They organise their world and value facts, precision and clarity, working hard to avoid mistakes. Their gift is in discernment, evaluation and knowing what is right.

2

Considerate Helper - Twos want to meet others' needs in a helpful, supportive way. Warm, giving and people-oriented, they seek affirmation from their relationships and may be sensitive and angry if they feel unappreciated. They may over-involve themselves in others' lives and risk being manipulative. Their development challenge is to give unconditionally and to nurture themselves as well as others.

3

Competitive Achiever - Threes are "doers" and tend to be practical, task-oriented and project a polished persona or image. They are competitive and will make sacrifices to achieve their goals and appear successful. They risk becoming overstretched or workaholic and may resort to deception or expediency to win. At higher integration, they work towards self-acceptance and authentic influence, connecting heart and hands.

4

Intense Creative - Fours search for meaning, depth and authenticity. They are emotionally sensitive and attuned to their environment, creative and expressive as individuals. They may seem emotionally moody, dramatic, focusing on what is lacking in their lives. As they integrate, Fours get in touch with their inner creative voice but able to separate their identity and their emotions.

5

Quiet Specialist - Fives are private individuals with an active mental life, observing and exploring how the world works. They struggle to share thoughts and feelings and may seem socially awkward or disinterested. At lower integration, Fives may be withdrawn, antagonistic and aggressively defend their isolation. At higher integration, they are intellectual pioneers, bringing their perceptive wisdom unselfconsciously.

6

Loyal Sceptic - Sixes easily tune into potential danger and risks, acting on a sense of anxiety, and think in sceptical ways. They value trust, responsibility and loyalty and need to feel they are safe and belong. At lower integration they may be paranoid, reactive and insecure as loyalty turns into dependency and over-sensitivity. At higher integration, self-reliant and grounded Sixes give confidence to those around them, resiliently coping with risk.

7

Enthusiastic Visionary - Sevens seek variety, stimulation and fun, tackling challenges with optimism and engaging with life in a future-orientated way. As team members they bring creativity, energy and optimism. They may seem distracted, hedonistic, insensitive or irresponsible to others. Sevens are often unhappy but deny this, escaping into hyperactivity and impulsive pleasure-seeking. At higher integration they are present, finding joy within.

8

Active Controller - Eights are forces of nature, with a strong presence and personality that values being in control. They are guarded but caring and protective of those around them. As they mask any vulnerability with a tough, no-nonsense exterior, they may seem intimidating and confrontational. At higher integration they combine their directness with compassion, collaborating with others while serving the greater good.

9

Adaptive Peacemaker - Nines are diplomatic and attuned to the ideas of others, often as facilitators or mediators in groups. They form the glue between people with their friendly, grounding and stable demeanour. They struggle to connect to their own point of view or say no, and often avoid all conflict. At high integration, they are independent and self-respecting, acting with self-awareness and autonomy.

What is the Enneagram?

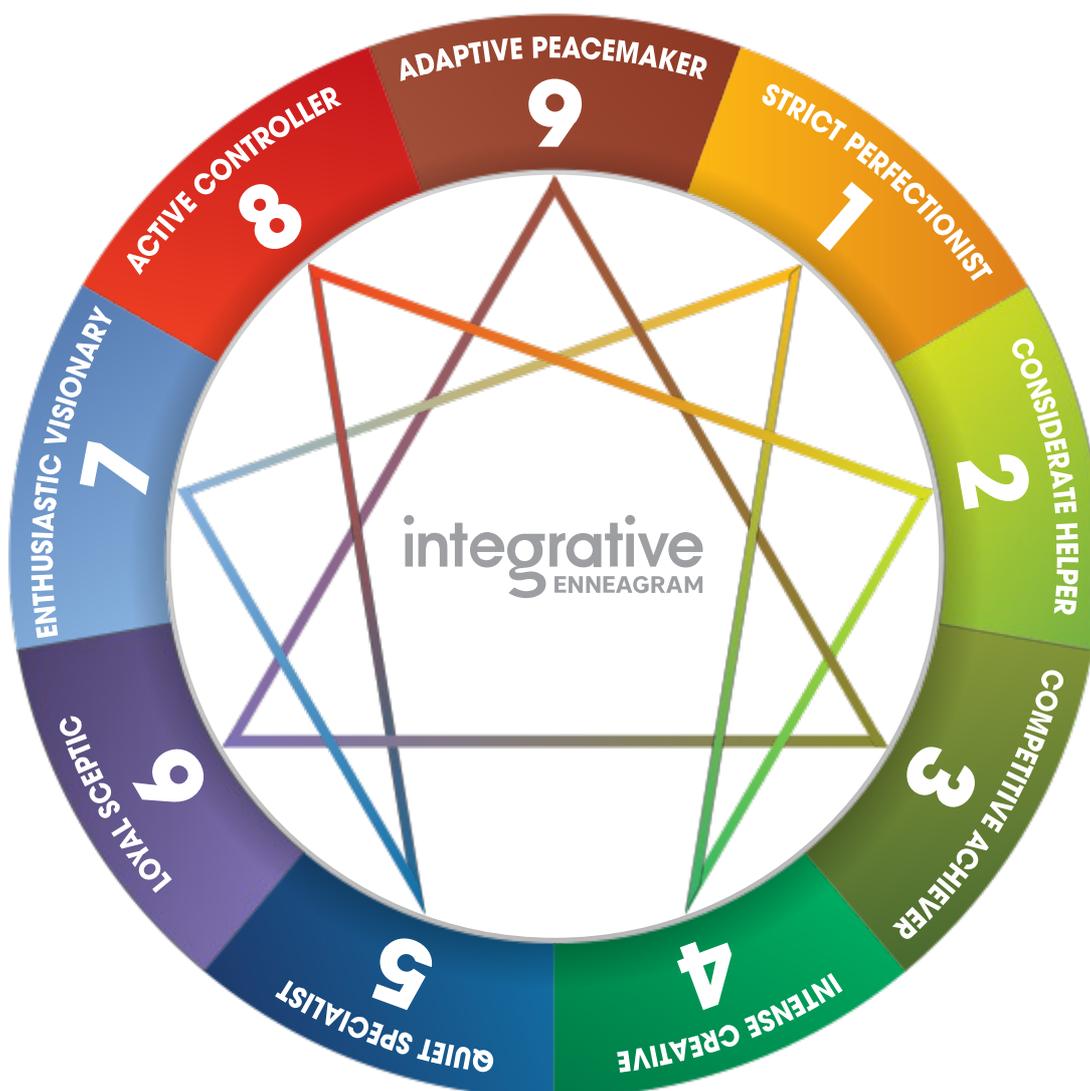
The word Enneagram comes from the Greek words ennea (nine) and gram (what is written or drawn). It refers to the nine different Enneagram styles, identified as numbers 1-9.

Each number represents a worldview and archetype that resonates with your core motivations. This impacts on personality as well as thinking, feeling and actions.

The Enneagram is a useful guide on your journey towards self-development, relationship building, conflict resolution and the improvement of team dynamics. It is however not aimed at "boxing", limiting or categorising you. As an individual you are more complex, unique and distinct than your Enneagram style reflects.

While your Enneagram style remains the same throughout your life, the characteristics of your style may either soften or become more pronounced as you grow and develop.

The Enneagram is an archetypal map. It is powerful, practical and rich in the content and insight it offers. You may find that at different times, different aspects of this report will resonate with you and that certain aspects of your style may be more prominent at certain times in your life, or in particular circumstances.





Introduction

This report is aimed at supporting you in the process of self-discovery and development with the Enneagram. If you are new to the Enneagram, it offers you a tool to help you find your place of resonance on the Enneagram. If you are already familiar with the Enneagram, you can use this report as a personal guide to your journey from fixated behaviours to a more liberated, actualised and integrated expression of your purpose and full potential. We highly recommend discussing this report with an accredited Integrative Enneagram practitioner to support you in your understanding the beauty and power of the Enneagram and the application of the report.

The Enneagram and Self-Awareness

The Enneagram helps you to do the hardest part of consciousness work. It helps you to realise, own and accept your strengths and weaknesses. You may therefore find that some of the aspects of this report really challenge you to look deep inside yourself and interrogate the motivations that drive your personality and behaviours. As is the case with reflection and deep self-awareness work, this may lead you to confront and access some aspects of yourself that you love and draw strength from. It may also bring you in touch with some aspects that are more uncomfortable or still need to be explored. When you read something that stirs some discomfort in you, pay close attention as it is likely to hold the seeds for the next step in your development journey.

Using the Enneagram to Develop Yourself

There are many keys to personal development within the Enneagram. Based on your current development questions and personal circumstances, different development paths within the Enneagram may be more or less helpful. On this journey of development, it is often useful to focus on the next step, rather than trying to do everything at once.

Keys to unlocking the potential of this report:

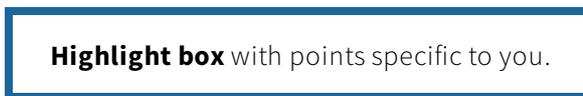
- All development through the Enneagram starts with the journey of self-discovery that enables you to find your type. This report supports you in the process of finding your type, but you will need to take the time to internalise and discover more about yourself for this to be meaningful.
- From within your type, reflect and process the insights that come from a deeper understanding of your motivations, strengths, weaknesses, defences and potential. This is the journey that allows the subconscious to become conscious.
- Once you have greater awareness around your ego-fixations, explore alternative behaviours that are more aligned with your highest intentions and potential. This is called the pathway to integration.
- Work with the insights and development guidelines of your instinctual subtype.
- Develop greater Center balance and intelligence by being present and practising mindfulness.
- If you are currently under a lot of strain and close to burn-out, explore the alternatives and lessons from the line of release for your type and take action to change aspects of your environment that are within your sphere of influence.
- If you are currently bored or in a rut due to a lack of motivation or too much routine, explore the alternatives and lessons from the line of stress for your type.

What you will find in the report

This report contains the following information that will help you understand yourself and your reasons for doing, thinking and feeling things better:

Core Enneagram Type	This section tells you more about the Enneagram style you most resonate with and the likely strengths, weaknesses and worldview associated with this style.
27 Subtypes	This section helps you understand the impact of biological drives on your personality and defines your behaviour more deeply.
Centers of Expression	This section reflects the balance of how you express patterns of thinking, feeling and action.
Wing Influence	The wing refers to the way in which one of the adjacent Enneagram styles influences and complements the expression of your main Enneagram style.
Self-Awareness and Integration	This measure indicates the extent to which you have been able to free yourself from the ego-fixations of your type. It also measures how aware you are of your blind spots.
Strain Levels	This section provides you with a high level view of your subjective experience of your current circumstances and the stress you may be experiencing.
Lines of Tension and Release	The lines connected to your main Enneagram style open pathways for working with the strain you may be experiencing and support your development journey.
Communication	The ability to communicate effectively is one of the key competencies that enable professional success. This section looks at listening behaviours, verbal, non-verbal and written communication.
Giving and Receiving Feedback	In a professional environment, the ability to give and receive feedback is a critical link in the chain of performance improvement and effectiveness. It also regularly forms part of the formal performance management process.
Feedback Guide for all types	Quick tips to help you prepare, adapt and position your approach to giving feedback to people of known types
Conflict and Triggers	This section looks at your response to Conflict. What triggers you. What you and others can do when you are triggered.
Decision Making	How is your capacity to make effective, well-considered decisions affected by your Center of Expression, your Enneagram type, the strain you are under. What is the impact of your decisions and how the decisions of others affect you.
Leadership and Management	How does your Self-Awareness, Integration and Enneagram type affect your Leadership. This section also helps you with Goals, Planning, Task Completion, Delegation, Performance Management, Motivation and Development priorities.
Team Behaviour	How do you function at the 4 Stages of Team maturity. What is your impact on the team. Your preferred goals and team role
Coaching Relationship	This section of the report is aimed at increasing your awareness of how you may be showing up in a coaching relationship.

Also look out for:



Detailed Enneagram Description

Your main Enneagram style is not the product of your behaviour, thoughts or feelings. It is determined by the subconscious pattern of motivation that drives your personality, values and vices. Depending on your level of self-awareness, it may be easy or difficult for you to connect to this motivation which often remains largely subconscious until you start exploring it and paying attention to the reasons why you think, act and feel in a certain way.



9

**ADAPTIVE
PEACEMAKER**

Martin, you resonate with the **Enneagram type 9** which is also known as the **Adaptive Peacemaker**

- Agreeable:** You are easy to get along with. Others experience you as open, receptive and peaceful.
Understanding: Listening to multiple perspectives, you synthesise and find common ground within difference.
Patient: You do things in a calm, sustainable way, trusting the natural rhythm and timing of projects.
Supportive: Others feel accepted, heard and understood in your presence as you accept and see their potential.
Genuine: You are unpretentious and authentic - what you see is what you get. Others can be at ease with you.

Motivation

This style stems from the **motivational need to be settled and in harmony with the world**. As an Ennea 9 you value being understanding and as a result being accommodating and accepting is important to you. You strive for a peaceful existence and appreciate stability, preferring to avoid conflict.

At your best others experience you as being grounded and able to express your own voice. You offer the gift of right, sustainable action to yourself and the world around you. At your worst others may experience you as procrastinating, stubborn and self-denying. This stems from a pattern of going along to get along with others, and the eventual discomfort that arises when this strategy is not satisfying.

Typical Action Patterns:

- You can be active and busy but have a tendency to avoid changing your routines for important tasks. You may feel you can see what needs to be done, but do not want the disruptions that action may cause.
- You control your environment by not allowing others to control you and do so by being passive and immovable. Your actions or lack of action, will therefore be focused on maintaining harmony and peace. Rhythms and routines is a more comfortable pattern of engagement with tasks and the environment.
- You want to feel connected and close to people. This often leads to a blending of energy with the people closest to you. This may take the form of taking on their habits, hobbies, interests or even emotions.

Typical Thinking Patterns:

- You like structured processes, clarity and predictability and are therefore likely to be adept at organising large volumes of information or detail into a coherent structure. With your ability to see many different sides of an issue, you might have profound insights into complex systems.
- Most Ennea 9s like a good discussion but will actively avoid conflict. While you are non-judgmental and accepting in general, you may dislike people who are overly confrontational in their conversational style.
- You may be resigned to being slightly dissatisfied with certain aspects of your life or relationships. You will, however, rarely express your thoughts and self-talk to others. You do not want to subject others to these thoughts, for fear that it will weigh them down.

Typical Feeling Patterns:

- You tune in to the feelings and emotions of the people around you. If they are enthusiastic and energised, you share in this motivation and positivity. The same may happen when people around you are feeling down.
- Even though you experience a range of deep feelings, you project an even-tempered and easygoing demeanour. This allows others to experience you as approachable and serene, even though you may not feel this way. Because emotions may seem intense to you and you long for harmony, you tend to only experience most of your emotions in a muted or moderate way.
- Despite your ability to mediate conflict, you dislike connecting with your anger and may take long to notice that you are upset. Anger is emotionally draining for you and you do not allow yourself to experience it too often or intensely.

Blind Spots

- Many Ennea 9's are unaware of their own passive aggressive behaviour. You dislike being controlled by others, but do so by being non-assertive and unmoved rather than giving direct feedback on your responses, concerns or objections.
- You want to avoid being controversial and have difficulty saying no. This may create a blind spot for the ways in which you set yourself up to be disregarded or overlooked.
- In your need to ensure that everyone is heard, you present multiple viewpoints in long, drawn out explanations that may cause listeners to lose interest. You might underestimate the negative impact on your degree of influence and credibility.
- In being so accommodating of others, you fail to make your own needs, desires and feelings known. You may feel that you are doing so, but due to your indirect approach, others miss what you need from them; or these needs may only be articulated in your head and not shared with others as openly as you think.

Worldview

The world isn't a harmonious place where I can fully assert myself. People need to treat each other with respect.

Focus of Attention

You focus on other people, making sure everybody feels heard, respected and considered.

Core Fear

You fear being controlled, being in conflict or chaos.

Self-Talk

I must keep the peace. I am OK as long as people around me are OK.

Gifts

Inclusion, Being, Unity with all, Momentum

Vices

Self-Forgetting, feeling you do not matter. Passive-aggressive forms of resistance.

DEVELOPMENT EXERCISE



🔄 You may review things repetitively before acting. Instead of procrastinating, set priorities and stick to them. Identify two tasks you have been putting off and commit to completing them.

🔄 The extent to which you dislike conflict means that you downplay, ignore and avoid conflict and other difficulties. Conflict is a natural and healthy part of life and avoiding conflict creates a whole new set of conflicts and problems.

🔄 At times you go along with others on the surface, while actually disagreeing. When you say yes and mean no, this can create conflict. Exercise being more direct and honest about setting boundaries and making commitments.

🔄 You easily disconnect from your own needs and preferences. This tendency to fall asleep to yourself makes it difficult to connect to and communicate your needs and wishes to others. When last did you clearly and unequivocally express what you need and want to someone? What would you gain or lose from doing this?

🔄 Your belief that the world is a place where you cannot fully assert yourself means that at times you hold back in groups, removing yourself from the focus of attention or becoming missing in action. How are you giving away or giving up on your own influence and power? Where in your life do you need to take a stand?



The Ennea 9 has the following strengths and positive qualities

This section helps you tap into and appreciate the strengths and positive aspects of your Enneagram style. These strengths, when harnessed in a healthy and balanced way will support your wellbeing, goals and relationships. To help you harness these strengths, ask yourself the following questions:

- How can I use this strength to assist me in overcoming my current challenges?
- What habits and behaviours support me in my capacity to harness these strengths?
- How easy or difficult is it for me to acknowledge and appreciate my good, true and beautiful qualities?
- What does each strength look like when over-utilised or applied in an unhealthy way?

+ You are able to see the viewpoints of others and are generally able to appreciate different sides of a story. This allows you to come across as non-judgemental, making it easy for you to get along with people from diverse backgrounds and circumstances. You are likely to be inclusive in your approach and will also integrate quite easily into new teams or groups you join as you are able to see and support what is important to others in their lives.

+ As you express your emotions in an easy-going manner, others are likely to experience you as consistent and comfortable to be around. You are also consistent in your behaviour. This is in part due to the fact that you settle easily into routines and habits but also due to the extent to which you moderate the expression of your emotions. Others are therefore likely to experience you as dependable and reliable.

+ You are happy to go along with the decisions and wishes of others, enabling you to support and comply with authority.

+ As an open and accepting listener you give other people time and space to air their views and opinions. You will therefore make an effort to be fair when making decisions or positioning yourself within a conversation.

+ Your ability to work within routine, should allow you to be very productive when engaged with structured or automatic tasks. While engaged in such activities you are able to put your own needs and plans on hold.

+ As you want to create harmony, your inclusive and kind approach is also likely to stimulate and facilitate collaboration between individuals. You will also respond positively to the support and attention of other people around you.

+ When things are going well and there is no tension or conflict in your environment, you will feel relaxed and at ease. You will therefore work towards creating a contented and positive environment around you for yourself and the people close to you.

+ You generally go about things in a cautious manner, avoiding risks and taking the safe and well-known route. This enables you to perform well within established and familiar environments. When the status quo is working well, your approach can be essential to the success of continued operations.

+ Your patient and diplomatic style enables you to mediate between people or groups that are at odds with one another and can diffuse conflict and tension. You tend to use the language of agreement and support, which adds to the extent to which others experience you as non-confrontational.

The Ennea 9 has the following weaknesses and challenges



This section helps you to recognise the challenges and weaknesses of your Enneagram style. Some of these challenges relate to times when your strengths are over-utilised or applied in an unhealthy and excessive manner. Others may stem from the expression of your deeper fears and fixations.

! When you feel that you are being pressured

into something, you will procrastinate, avoid indefinitely or use delay tactics to get out of it. You are therefore likely to procrastinate by habitually diverting your energy into trivial or secondary activities like non-essential work, routine tasks and distractions, when pressing and important tasks actually require your attention.

! When decisions are being made, you may be so

involved in the process of “hearing” everybody else, that you struggle to keep track of your own opinions, thoughts and feelings on the matter. This leads to you frequently go along with consensus or the wishes and decisions of others, even when your true feelings would take you in a different direction as a neutral stance is more comforting than the idea of having to disagree.

! You tend to become highly anxious if you feel conflict or aggression is being directed at you.

! Because of your ambivalent relationship with authority, you will react to attempts at controlling you with stubborn patience rather than anger. Instead of confronting the person trying to control you, you prefer to wait it out and postpone action until the situation resolves itself or disappear.

! Your easy-going energy can come across as low energy or a lack of ambition. This may lead to others labelling you as demotivated or lethargic even when you are unaware of this, or even feel differently about your situation.

! You may end up doing other people’s dirty work, despite disliking this intensely. This is largely as a result of your lack of assertiveness and the inability you have to say “no” to people. Instead of saying “no”, you may end up saying “yes” or “maybe”.

! You are likely to find it difficult to initiate change, which can lead to you getting stuck in the status quo long after it has become ineffective or frustrating. Your love of routine leads to postponement of change. Others may feel that you lack urgency.

! You may over-identify with others and even over-identify with all the other Enneagram types as well. It is not unusual for an Ennea 9 to struggle to type themselves within the Enneagram framework. In much similar fashion, many Ennea 9’s are much more adept at connecting to what they don’t want than acting on and describing what they want, need, feel or think on essential personal matters.

! You struggle to prioritise and delegate and want time to respond to challenges and questions. You therefore dislike being under time pressure to perform or get things done. Under pressure you may find yourself forgetting about priorities. Others may therefore experience you as unfocused, distractible, neglectful and forgetful.

! In relationships, being the one to let go or leave the situation or break the liaison is very difficult for you. This may lead to you struggling to let go and being resigned to being slightly dissatisfied with some aspects of your life. You can seem disengaged to others due to your tendency to numb out or avoid the disturbing aspects of your life, relationships or environment.

27 Subtypes & Instincts

We have three basic instinctual drives that are essential for human experience, all three residing in us as necessary body-based primal forces. They are separate from personality and are behind our life strategies, often unconscious, yet powerfully directing our fundamental way of being. While these instincts are always there, one of the three becomes dominant and is more easily accessed and therefore more easily used than the others.



The dominant instinct merges with the main Enneagram type and is then a style called the Subtype. The three basic instinctual drives, namely Self-Preservation (physical survival), One-to-One (relationships) and Social (communal hierarchy) are ways in which we express ourselves in the world and in human interactions.

All three are important for growth and the transformation process. Since the instincts can also affect each other's functions it is important to work towards attaining maturity and balance of all three the instincts, as each plays an important role in all spheres of life (work, home and family).

Martin, you are an **Enneagram type 9** with a **Self-Preservation (SP) instinct**

Definitions of the three instinctual goals



Self-Preservation - SP

The primary concern for the Self-Preservation instinct is survival, physical safety, material security, wellbeing and comfort. Behaviour is shaped to focus on safety and security concerns, on avoiding danger, maintaining a basic sense of structure, and on having enough resources. Beyond these basic concerns, the self-preservation instinct may place emphasis on other areas of security in terms of whatever that means for a person of a specific Enneagram type.



Social - SO

The primary concern for the Social instinct is about belonging, recognition, and relationships in social groups. Behaviour is shaped to "get along with the herd" - with family, community and groups of importance. This instinct focuses on how much power or standing one has relative to other members of "the group" in terms of whatever that might mean for a person of a specific Enneagram type.



One-to-One - SX

The primary concern for the One-to-One instinct is with intensity of experience, focusing attention on the quality and status of relationships with specific people. The energy is aimed at achieving and maintaining one-to-one connections, attracting particularly intense contacts and associates. This instinct seeks a sense of well-being through one-to-one connections with people in terms of whatever that means for a person of a specific Enneagram type

A deeper understanding of the SP - Adaptive Peacemaker

You are patient and practical, and tend to be reliable and consistent. You have a deep gratitude and appreciation for what you have and tend to be good at receiving gifts and at being present to the moment.

You appreciate the simple and sustaining things in life, such as eating, reading, watching television or sleeping, and you achieve a sense of comfort and well-being from these activities. Comfort is found in routine activities and great satisfaction in meeting material and physical needs in a simple way.

While satisfying these simple needs, you tend to become immersed in a preferred activity, losing a sense of time and of yourself. Fulfilling everyday routines allows you to achieve an alternative sense of “being,” covering up the need to explore and feel any deeper emotions.

These behaviours are typically a strategy to self-forget, to overlook what you really want, or comfort yourself through fulfilling simpler appetites rather than focusing on more complex needs. This effectively helps you avoid having to connect with your inner self and any possible pain that could result from such a connection.

Having structure in your life makes you feel more secure and you prefer familiar routines, as opposed to going out into the world where you may meet up with conflict, strife and situations of discomfort.

Peace and time alone are important to you and you may become irritable, stubborn or upset when people disrupt your equilibrium or pull you out into the world too much.

Your appetite is not limited to satisfying your physical needs, and extends to things that interest you or attract your attention by a sense of structure, peace and support. You prefer to focus on immediate experiences and are less interested in theoretical and philosophical perspectives.

You are guarded, and would tend not to reveal what is going on inside of you under normal circumstances. You may have an ironic, sometimes self-deprecating sense of humour.

Exceptionally loving towards others, you could feel that love evades you and may have given up on it, seeking to fill your need for love with other attractions. The comfort you get from enjoyable experiences may compensate for a deep sense of rejection you feel.

At your best as a leader, you easily see the big picture and how all the components and variables can fit within it, mobilising resources in pragmatic ways to achieve the goal. In your efforts to avoid confrontation, you tend to rely on motivating others through a positive vision and fun work environment. When sensing that others are trying to control you, you are likely to respond by refusing to budge from your position.

DEVELOPMENT EXERCISE: Balancing and Developing as SP Adaptive Peacemaker



🔄 Your development journey begins with the realization that immersing oneself in physical comforts and routines does not eliminate anxiety and suffering, but merely defers it. Challenge yourself to sit with your feelings rather than numbing out through comforting routines.

🔄 Create routine spaces that allow you to explore your feelings of dissatisfaction and anger without negatively impacting your immediate environment, such as coaching or process work.

🔄 Connect to your feelings of anger, dissatisfaction and frustration, seeing them as healthy messages from your subconscious and a source of energy for change. Being more in touch with your power and passion allows you to open up to an inner fire and strength and create nurturing, loving connections.

Centers of Expression

The Center of Expression is at the core of how individuals predominantly show up in the world. Some people project and connect to their emotions, whereas others are more connected to their thoughts and others their bodies.

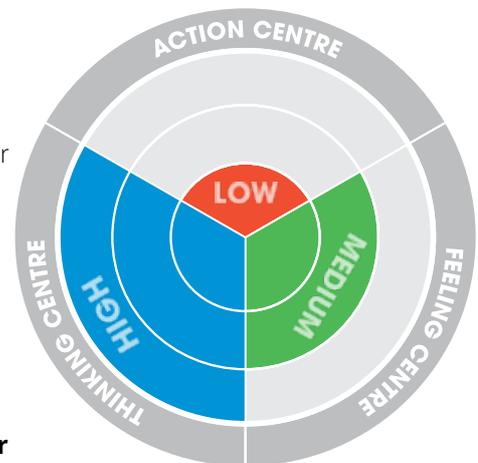


The **Dominant Center** you express and project into your environment is THINKING CENTER
The **Weakest Center** you express and project into your environment is ACTION CENTER

The Head - Heart - Hands analogy is another way of thinking about The Centers. We have all The Centers present, but use them in different ways and sequences. Your dominant Center of Expression shapes your way of interacting with others and how they experience your energy and inputs. Depending on the alignment between your internal experiences and intentions and your behaviour, there may or may not be alignment between your internal perception of your centre and what others experience.

It takes presence and a balanced, healthy expression of all three The Centers for the present, mindful and intelligent use of The Centers to emerge. This balanced and present way of being in the world is sometimes referred to as the “fourth way”.

When confronted with an unusual or surprising situation, your sequence of expression into the world is likely to be **Thinking Center first, Feeling Center second and Action Center last.**



Thinking Center of Expression



- Thinking Energy is COOL.
- It relates to logic, analysis and rational processing of information as well as criticism and mental chatter.
- It corresponds with the area of your brain known as the prefrontal cortex which is sometimes referred to as the executive function of the brain because of its capacity for prioritisation, judgement, goals-setting and analysis.
- Unhealthy expression of this Center is like the busy, “monkey mind”.
- Healthy expression of this Center is quiet and spacious.

As your Thinking Center is highly expressed, others are likely to experience you as:

- Relying on logic and intellect as a means of solving problems and responding to the world
- Objective and analytical
- Contributing clarity and deep knowing to problem solving and planning
- Interested in detail and observing the functioning of the world.

At your worst, others may experience you as:

- Struggling to respond appropriately in situations where a more emotional or gut-instinct response is required
- Overly analytical and inclined to intellectualise problems
- Having a busy mind that is constantly processing and evaluating information
- Fixated ideas and beliefs about the world, yourself and others that distorts what you pay attention to.

Action Center of Expression



- Action Energy is *HOT*.
- It impatiently drives action and results and is mostly experienced as gut instinct and bodily presence.
- It corresponds with the area of your brain known as the brainstem which plays an important role in conducting sensory information and the basic bodily functions that keep you alive.
- Unhealthy expression of this Center is unfocused and manic.
- Healthy expression of this Center is grounded and alive.

As your Action Center is low in its expression, others are likely to experience you as:

- Responding to challenges at your own pace
- Less likely to trust and act on gut response or information from the body when making decisions or confronted by an issue
- Easily falling into habitual thinking, feeling and action patterns as a result of insufficient contact with body intelligence.

DEVELOPMENT EXERCISE: The Center of Intelligence



Here are some ideas on practices and approaches that support the expression of all The Centers in an intelligent, present and mindful way.



As your Thinking Center is most likely to be over-expressed, you can support a more balanced and healthy expression of this Center through the following exercises:

- Build self-awareness regarding the distinction between thinking energy that is spacious and quiet vs. thinking energy that is expressed as busy, “monkey mind”.
- Tune into the quiet mind as a regular practice by practicing mindfulness meditation or other forms of presencing.
- Focus on becoming more awake and attuned to The Centers of expression that are not as dominant, namely Action and Feeling. This entails connecting to your gut knowing as well as relating to others and your own heart.
- Deliberately tune into the self-talk, beliefs and assumptions that are guiding your focus of attention that may mostly be playing out at a subconscious level. Ask yourself from a space of curious acceptance: “Why am I paying attention to this and not that? / Why do I value this? / Where is my attention going? / Do I really know this to be true?”
- Shift the attention in meeting preparation from what needs to be done, to how things could be done. This is the shift from content into process. Practice making deliberate process choices to support desired outcomes as opposed to getting lost in content.
- Tune into the impact of your contributions on the people around you. Ask for feedback from those you trust on how to maximise your contribution to the group through greater self-awareness and new patterns of participation.



As your Action Center is the least expressed of The Centers, you can support a more balanced and healthy expression of this Center through the following exercises:

- Breathe deeply and make the deliberate choice to consult your body when making decisions. What instinctive “knowing” emerges when you listen to yourself from a place that is present and grounded in the moment?
- Get in touch with your body and gut knowing. Exercises that strengthen your awareness of your body such as massage, resistance training, horseback riding and dancing can be helpful in this regard.
- The body is capable of holding history and trauma in a significant way. If you experience sensitivity or anxiety when coming into contact with the sensations of the body, consider working with a somatic practitioner (body therapist) to support this journey.

Your Center-Specific Styles

Even though your dominant Center of Expression is THINKING CENTER, you also have a specific style that comes to the fore when connecting to your actions, feelings or thoughts. This is related to the way in which the different Enneagram styles show up in your profile. There is therefore a particular way in which you engage with feelings, actions and thoughts which is flavoured by your Enneagram Profile. You may be most aware of this when you are confused or when you’re aware that your gut says one thing, your head another and your heart something else.

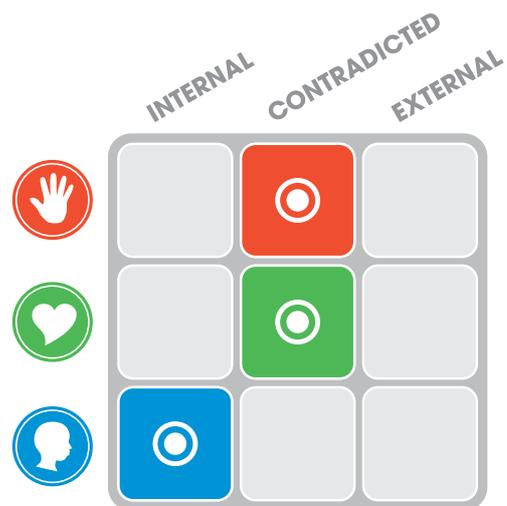
Examining how you use, have access to and misuse each of The Centers in your own life can be very beneficial to your development and growth.

Your Center-Specific combines the following:

- Confused ACTION style
- Confused FEELING style
- Internalised THINKING style

As a result you are likely to be quite disconnected from your gut impulses, suppress or mask emotions in order to get the job done and quietly apply your thinking energy inward, thereby creating a rich thought-world for yourself.

This blend of energies combines traits of being agreeable, efficient and wise. It is likely to intensify the value you place on being adaptive and remaining above or outside of situations to ensure your capacity to reason things through. It may exacerbate your tendencies to withdraw, or not fully disclose, or reveal yourself to others. At your best you are able to navigate tough situations adaptively while fully participating in groups.



Wing Influence

The wings refer to the way in which the two adjacent enneagram styles influence and complement the expression of your main enneagram style. An important pathway to development lies through understanding the wings and using them effectively. While both wings are useful and necessary for our self-development, most individuals are more reliant on one of the wings and neglect the other. It is also possible for your wings to switch during significant changes in your life. Balanced individuals who have done a lot of psychological and self-development work may consciously access both wings.



Integration levels for Wing 8

8

9

1

Integration levels for Wing 1

HIGH	<ul style="list-style-type: none"> ● Balance your receptiveness to others with a greater ability to take charge of situations when you need to thereby endowing you with both generosity and powerfulness ● Increase your ability to be assertive, forthright and direct when the situation calls for it, enabling you to step into your personal power more ● Enable you to make somewhat some clear decisions despite some disagreement or resistance
MODERATE	<ul style="list-style-type: none"> ● Lead to some impulsive behaviour ● Increase your ability to push for what you want but you are still likely to back down if you face opposition ● Potentially lead to others experiencing you as somewhat unrefined and rough-edged
LOW	<ul style="list-style-type: none"> ● Enhance your tendencies to be defensive and withdrawing, thereby decreasing your energy and leading to a lazy, depressed state ● Make you resistant to help from others ● Potentially increase jealousy and feelings of abandonment in your intimate relationships as you fear separation

HIGH	<ul style="list-style-type: none"> ● Enable you to be more focused and aware of your tendency to pay attention to secondary or less important activities, thereby enabling you to stay on top of things more easily ● Allow you to be both creative and more discerning when faced with decisions in your life ● Enable you to risk genuine involvement in activities in a non-threatening but extremely useful and subtle way
MODERATE	<ul style="list-style-type: none"> ● Add an element of idealism to your activities as you want to empower individuals and make the world a better place ● Combine a need for peace with self-control, enabling you to be more logical and analytical than a 9 with wing 8, although some of your ideas may still not be very realistic ● Add refinement and composure to your self-expression
LOW	<ul style="list-style-type: none"> ● Increase the risk of you withdrawing into a fantasy world that is detached from reality ● Lead to compartmentalised expression of aggression that may be difficult for others to anticipate ● Make you more resentful than a 9 with wing 8 as you may experience the desire to punish or condemn people for their mistakes

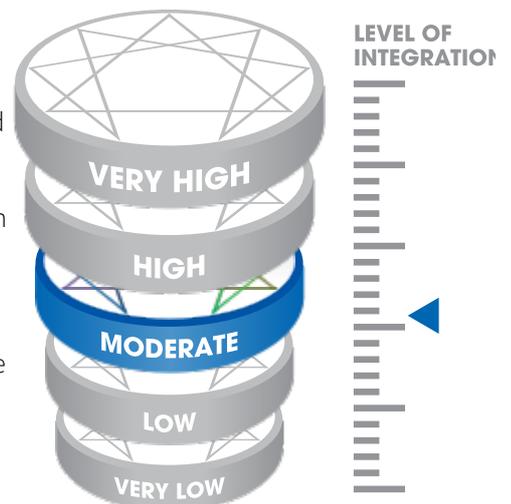
Self-Awareness and Integration

The level of Self-Awareness, self-mastery and integration indicates the extent to which you have been able to consciously free yourself from the ego-fixations of your type. It also measures how aware you are of your blind spots. Integration is a subtle and powerful journey of personal awareness development in life. This is a temporal measure and will fluctuate and change as you invest in your personal growth but also as your circumstances become more or less challenging. At a lower level of self-mastery, a lot of behaviour is driven by core fears or reactivity that relates to your main Ennea Type. At moderate levels this may have “eased” to core concerns that are less reactive, but that still drives and motivates behaviour to a large extent. At a higher level, there is often a component of “letting go” of your core concerns as you come to understand and move beyond the limitations of your main Ennea Type.



Some Enneagram models make use of nine levels of integration from a development perspective. This test aims to broadly measure your self-mastery according to five levels rather than nine. Even though we all may, at our best, be able to access a high level of self-mastery and a low level of self-mastery at our worst, there is likely to be a concentration of energy and behaviour at a particular level of self-mastery at this point in time. The description offered in this report, taps into this while acknowledging that this is not the only set of behaviours you may have access to at this point in time.

It is important to note that, at a higher levels it becomes more difficult to accurately type through a static test. At a high level of integration one moves towards the centre of the Enneagram, which may moderate the core motivations, behaviours, themes and fears of your main Ennea type significantly. At a high level of integration, working with an Enneagram coach can help you identify your type should a test be unable to do so.



Martin, you are an Ennea 9 who operates at a MODERATE level of Enneagram awareness and mastery.

At a moderate level of self-mastery, the following applies:

★ **Your core concerns relate to being heard and** the stability and harmony within your environment. It is therefore important for you that the people around you get along well with each other. You put active and conscious energy into dissolving conflict through your efforts to mediate, appease and accommodate others. In this process you may find it difficult to assert yourself fully, listening to others rather than expressing your own thoughts and opinions. When pressed for an opinion you may either be very vague or choose to reflect the opinions or synthesis of others opinions back to people.

★ **Even though you are starting to connect more** frequently to your inner experiences and the limitations of your worldview, you may often default to a more habitual or automatic response style. Maintaining self-awareness, particularly when you are experiencing a high level of strain, still takes a lot of hard work and may therefore not be consistently maintained.

★ **You may have a vision for yourself that is still**

★ **You may find yourself spending a lot of time**

being articulated.

★ **You may find yourself losing touch with** yourself in small or large ways as you accept and subject yourself to others expectations of you and social norms and conventions. This may lead you to lose yourself in your intimate relationships.

★ **You may however still be more reminded of** the need for development when you are under strain, falling into more complacency when things are going well.

★ **When conflict is directed at you, you become** highly anxious. This leads you to not draw attention to yourself. By putting yourself in the background, you are able to deflect attention, especially negative attention.

being busy, investing a lot of time in errands, routines and activities that help you maintain order and a sense of security. These busy tasks may however not accomplish much, as their primary purpose is to soothe you and delay tackling the real issues and problems that lie waiting.

★ **Making cause-and-effect connections to help** you understand where and why things went wrong may be a particular area of challenge to you. This may lead to a resigned acceptance of problems that makes it difficult for you to rise to the challenge of being part of the solution.

★ **As you continue to develop and integrate as** an individual, you will find yourself moving towards more consistent and pervasive self-motivation, self-knowledge, openness to feedback and personality integration.

DEVELOPMENT EXERCISE: Key challenges towards self-mastery and integration



↻ **The doorway towards integration lies** through the development of your capacity to take a stand. Forming, holding and asserting your own opinions enables you to connect to what you really think, feel and want to do. Identify people you can share your opinions and ideas with on a daily basis. Pay attention to what shifts in your world as you become more adept at taking in a particular stance on matters that are important to you.

↻ **Pay attention to your feelings, your health,** your needs, your interests and your goals in life. Practice setting aside the interests and feelings of others and put yourself at the centre of your own life. Once you get used to identifying what you are about, start communicating and acting on these. Count the times in the day that you go along with others rather than doing things your way or stating your true feelings.

↻ **Make peace with conflict as part of human** existence. Examine how some of your attempts at avoiding conflict have only made things worse. This will also help you develop your capacity to see cause and effect clearly.

↻ **Learn to channel the energy you normally** pour into passive resistance and stubbornness, into assertive action. Notice how working for, rather than against impacts on relationships and results.

↻ **Explore new and different approaches to** setting priorities and holding yourself accountable. Make a list of your favourite self-soothing activities and distractions. Be conscious of your choices and consequences when you start looking for these little things to do instead of addressing the important things that require attention.

↻ **You can also work at integration through** the expansion of your wings. Through Ennea 9 wing 8, you connect to your personal power and assertiveness. This enables you to make changes and connect to your anger in a more expressive and healthy manner. Through Ennea 9 wing 1, you develop the capacity to stay on top of your responsibilities. The wing 1 offers the gift of reliability and prioritisation, enabling you to get things done that may otherwise be neglected or ignored.

↻ **Another strategy for growth is through the** connecting lines on the Enneagram. Ennea 9 links to Ennea 3 which urges you to develop clear goals and focus on results. Setting goals for yourself enables you to create a frame of reference for evaluating priorities while also creating the impetus for action. Ennea 9 links to Ennea 6 which urges you to face your fears and anxieties with courage, rather than avoiding or denying them.

Strain Profile

Your strain profile provides you with your subjective experience of the amount of stress you are experiencing in your present environment. It is measured separately from your Enneagram Profile in the test. It therefore gives you a view of the context within which you are operating at the moment.



This aspect of your profile is linked to the way in which you are experiencing your life circumstances right now. It is therefore a more time bound measure than the rest of your Enneagram profile. It is also a subjective measure based on how much pressure you're currently experiencing. Remember that what may cause a lot of strain for one person, may cause much less strain for another. You should therefore not use this score as an objective or comparative measure of strain in relation to someone else's profile.

Your Overall Strain Level



This indicator provides you with an aggregate, big picture view of how much strain you are experiencing at present. It combines all the different types of strain you are experiencing. Even though you may not be feeling like this right now, it does give you an indicator of where your strain level lies at present, given your current circumstances. If your life circumstances drastically change, this score will be affected.

Martin, your **Overall strain is MEDIUM.**

This indicates that you are experiencing some pressure and strain in your life right now. This may be as a result of high strain in some areas of your life, while experiencing less stress in other areas of your life. Alternatively it may be as a result of a medium level of strain in most areas of your life. To understand your strain profile better, consider the specific areas of strain in your profile.

At a medium level of strain, the pressure you are experiencing may be affecting your overall wellbeing. A medium level of strain that persists over time is likely to have a significant impact on you. Consider your health and wellbeing from a holistic perspective to get in touch with ways in which this may be manifesting in your life at present. Your general level of strain may also lead to an intensification of pressure when you encounter events or tasks that cause you more pressure than normal.

If you have very few big stressors in your life at present it may be that your strain profile is tapping into a more pervasive internal tension or dissatisfaction you experience in your life. It may also relate to your personality, e.g. people who are more pessimistic in their outlook generally rate somewhat higher on some aspects of strain than people who are intrinsically optimistic. You may also show more "A-Type" behavioural tendencies, making you impatient, hard-driving and responsive to stress and deadlines in a positive manner.



If you are experiencing some significant stressors in your life at present and your strain profile is still only medium, this may be indicative of coping strategies being applied with moderate to good impact. It may to a lesser extent also relate to denial or under-reporting. It would be meaningful for you to consider your strain profile in relation to your main Enneagram type and your level of integration to help you understand this better.

A medium level of strain is often a good springboard for further growth and development, as you are likely to be feeling the impact of some behaviours or aspects of your life that isn't working. This discomfort may therefore enable you to embrace some of the changes required in your life.

DEVELOPMENT EXERCISE



As you are experiencing a medium level of strain in your life...Consider the following development activities:

↻ Decrease the negative defence mechanisms

– Your strain level may in part be as a result of old habits or patterns that you are stuck in that are not particularly useful or healthy. When working with defence mechanisms, please note that professional assistance may be required. As you let go of your defences, you may experience a surge of vulnerability as defences are put in place to protect you from pain, or anxiety in some way. Examples of defence mechanisms are denial, withdrawal and control and often start out as a good intention. Look at your main Enneagram profile for some insight into your defences.

↻ Learn from others – What are other people in a similar position to you doing that you can learn from? What are people doing that are in the same boat as you but that seem more relaxed and positive? Talk to them.

↻ Zoom in on causes – Try to understand

what lies at the root of the strain and address this issue. In doing so you will have to make distinctions between symptoms and root causes. Look at the different areas of strain reported in this profile for some direction in your exploration.

↻ Motivate yourself for change – Strain can

be very positive as it gives you the energy to do things and make courageous changes. Use this strain as an activation force in your life.

↻ Enhance the positive coping mechanisms –

Reflect on what you are doing that is helping you cope with the stress in your life in a positive way. Once you know what this is, do more of it.

Environmental Strain



This indicator measures how you feel about your environment. It relates to how safe, satisfied and connected you feel to your community and neighbourhood. It also measures whether you experience your home and neighbourhood to be conducive to the quality of your life. The extent to which you live your life indoors will impact on your strain score in this area. This is a subjective measure and does not indicate that you are safe or unsafe; it merely taps into whether you feel safe or unsafe. It therefore does not provide an objective measure of the quality of your environment.

Martin, your **Environmental Strain is MEDIUM.**

- You feel somewhat connected and neutral about your environment and community and are challenged in some ways by this
- You don't feel consistently safe in your neighbourhood and home
- You may want to spend more time outdoors or in your community than you do at present
- Your home environment may at times be somewhat untidy, thereby inhibiting your ability to get things done
- Environmental and service delivery challenges may at times detract from your core focus



Vocational Strain



This indicator measures how you are feeling about your career choices and work. It relates to how passionate you are about your work and how enjoyable it is to you at present. Your score will also be impacted by the amount of stress you experience at work and the quality of your relationships at work. If you are unemployed or have made alternative vocational choices at present, this will also impact on your strain score in this area. This is a subjective measure and does not indicate performance at work. It merely taps into your perceptions about your current vocational reality.

Martin, your **Vocational Strain is MEDIUM.**

- You are somewhat satisfied with where you are at in your career
- You are neutral or mildly positive about work
- Even though there are aspects of your work you enjoy, there are also some aspects that feel mundane or are enjoyable
- You get along better with some colleagues than with others and don't feel supported by all of them
- You are aware of your stress levels at work and your ability to cope with all your responsibilities - sometimes you cope better with your workload than at other times



Physical Strain



This indicator measures how you are feeling about your connection to your body and physicality. It relates to how healthy, energised and fit you feel. This is a subjective measure and may not indicate that you are healthy or unhealthy, it merely taps into whether you feel healthy or unhealthy.

Martin, your **Physical Strain is MEDIUM.**

- You feel somewhat positive or neutral about your health at present
- You are comfortable with your body and weight but there may be some things you don't quite like or want to accept
- You may want to improve your fitness levels and spend a bit more time exercising than you're able to
- You don't get ill that often, but do on occasion struggle with some minor health issues
- You wake up feeling more ready and energised on some days than on others
- Your energy levels fluctuate throughout your average day



Interpersonal Strain



This indicator measures how you are feeling about your intimate relationships with family and friends. It relates to the quality of these relationships and whether you are able to invest in them. Perceived lack of support and high levels of conflict in close relationships will impact on your strain score in this area. This is a subjective measure and may not indicate whether these relationships are healthy or unhealthy. It merely taps into your experience of the quality of your intimate relationships.

Martin, your **Interpersonal Strain is LOW.**

- You are satisfied with the amount of time you get to spend with friends and family
- You have a social life that meets your needs
- You experience a low or normal amount of conflict in your close relationships
- You are satisfied with the level of intimacy in your closest relationships
- You feel supported by the people close to you





Psychological Strain

This indicator measures your perception of how well you are coping with your present circumstances on a psychological level. This is definitely not a tool aimed at any clinical diagnosis whatsoever. It is not an indicator of psychological problems but a high score may warrant further professional investigation and support into the impact of your circumstances on your emotional wellbeing

This is a subjective measure and may not indicate that you are actually coping or not coping, it merely taps into whether you perceive yourself as able to cope with your challenges on a psychological and emotional level and the extent to which you feel overwhelmed.

Martin, your **Psychological Strain is LOW.**

- You experience yourself as able to cope with your present circumstances
- You don't feel so emotionally overwhelmed or affected by your circumstances that it is negatively impacting on your wellbeing
- Your anxiety levels feel under control
- You don't feel the need to "tune out" from reality to help you cope
- Regardless of your current circumstances you feel resilient enough to process and deal with all aspects of your life on an emotional level



Happiness

This indicator approaches strain from a more generalised and positive perspective. It measures whether you feel optimistic, joyful and happy about your life at present. It therefore relates to your subjective experience of fulfilment and joy in your life but other people may not experience that way in which you project yourself in quite the same way. This merely taps into how you feel about your life and not how others perceive you.

Martin, your **Happiness Level is LOW.**

- General circumstances in your life are detracting from your ability to feel happy, excited and hopeful about things
- You are more of a realist or pessimist than an optimist
- You would like to experience more joy and fulfilment from day-to-day
- There are a lot of things you wish you could change about your life
- You have more stress than joy in your life at present



The Enneagram Lines of Release and Stretch

This section of the report draws on the two connecting lines in the Enneagram model of each Enneagram type. There are different views on the directionality of these lines. It is however generally accepted that there is a pathway towards integration and development through both of these connected Enneagram types.



The lines connecting to your Enneagram Type also impacts on the way you process and deal with the strain that you experience. For most individuals, the pathway to releasing strain lies in a certain direction but this may be also be counter-indicated in a smaller number of individuals.

6

Stretch Point: Alert, Authority, Reliable

Martin as an Ennea 9, the Adaptive Peacemaker, your point of stress is likely to be at Ennea 6 which is the Loyal Sceptic. At the point of stress, you move from the confused Action Center to the confused Thinking Center. As an Ennea 9, procrastination is now further exacerbated with anxiety and risk-aversion. This is not only likely to make you more reactive, but may also lead you to lose more and more of yourself as you try to be loyal to the people close to you.

The cautious elements of the Ennea 6 profile, when combined with your natural instinct towards conflict-avoidance and harmony, is likely to keep you firmly rooted in the status quo. If your current circumstances are inherently stressful and unhealthy, they may feel like more and more of a quagmire that you sink into. Making bold changes and breaking free of unhealthy routines and habits seem almost impossible. At Ennea 6, the increase in anxiety traps you in patterns of disengagement as you try to get away from your fears and stress.

As the point where high anxiety and passive-aggression meet, you may find yourself becoming more and more fatalistic and stuck. This can lead you to turn your frustration inward, thereby enhancing both the pressure and your desire to run away from it. This escape to dissociation may mask very deep-seated anger and can lead to self-punishment and extreme feelings of guilt. These feelings of guilt are however highly unlikely to move you towards integration and the release of tension.

3

Release Point: Action, Goals, Presentable

Martin as an Ennea 9, the Adaptive Peacemaker, your point of release is likely to be at Ennea 3 which is the Competitive Achiever. At the point of release, you are able to move into the Ennea 3 space of confidence, goal-directedness and action. This enables you to develop your strengths and connect to your own ambitions and goals. By separating what you want and need in life clearly from the priorities of the people closest to you, you are able to move towards integration. As your self-confidence and ability to identify what is important to you increases, your relationships may also mature. Having your own ideas, opinions and decisions may seem more attractive and interesting to others.

The Ennea 3 position offers vitality, energy and competitiveness to the Ennea 9. It facilitates change and bold action. This does not only create movement and focus for you, but also enables you to show up in the world in a more robust and less fragile way. The ability to prioritise and act on issues central to your personal goals is therefore enhanced. It enables you to stop wasting energy and delaying challenges. At the point of release, challenges are embraced and tackled head-on.

On a daily basis you can release stress by putting effort into identifying clear goals, verbalising these and then acting on them. Ask yourself what the most important thing is that will help you achieve your goal from one moment to the next. This should enable you to direct your energy in a focused manner, thereby avoiding a lot of stress that delay-tactics and an overt focus on others may have brought on.

Communication

The ability to communicate effectively is one of the key competencies that enable professional success. It takes the form of listening behaviours, verbal, non-verbal and written communication. You owe it to yourself to make an impact and support your knowledge and professional skills through your effective communication.



To improve your communication skills, you need to start by becoming more aware of how you communicate and how your communication style is being experienced by others. As you explore your own communication style in relation to other people around you, you may start noticing that each Ennea type has not only its own communication style, but also its own language.

Verbal and Written Communication

Martin, your communication style is likely to be patient, warm and inclusive

You appreciate being asked for an opinion and may hold back on your thoughts at first in a conversation, preferring to seek inputs and opinions from others first

At times you may feel that you've expressed yourself very strongly on an issue, only to hear from others that they did not experience what you said as strong or definitive (at times your strong convictions may be expressed in internal dialogue more than externally to others)

You may find yourself expressing yourself in a mild and even-toned manner, seeming equally excited when talking about washing the dishes than about winning the lottery, which may make it difficult for others to judge what is important to you and what not

You dislike having to promote yourself and open up as others show their support and appreciation

When sharing detail, you are likely to do so sequentially but may struggle to get to the point

You may find it difficult to express yourself directly on matters, especially in conflict environments

When communicating your ideas, you may pay equal attention to the core point you are trying to make and to minor or peripheral issues

When angry, this may be expressed quite suddenly and often to the surprise of others, and may be replaced by a calmer disposition and manner just as quickly and unexpectedly

You try to present different perspectives or opinions on matters and may be quite adept at summarising arguments or proceedings for others

Meta-Message

Meta-Message refers to the underlying message you may be communicating to others, potentially without even being aware of it yourself. It is often not directly stated but can be inferred from the tone, content and intention of your message when listening at a deeper level.

YOUR META-MESSAGE: Let's be calm and take things easy, let's not disagree or complicate things

The Language of the Ennea 9

- General rather than specific
- Say yes or keep quiet instead of saying no
- Agreement, acquiescence, compliance
- Can be passive-aggressive and stubborn
- Calm, good-natured and gentle
- Can be very imaginative
- Non-committal
- May be non-assertive
- Take on language of significant others

Listening

- Your ability to listen patiently and impartially to others is likely to be a key strength
- Able to create a calm, receptive listening environment which enables others to share
- Will ask others for inputs, suggestions and opinions, thereby soliciting reactions and sharing
- Your patient listening style may lead you to allow others to communicate excessively even when you don't have time and were planning to do something else
- Your listening skills enable you to mediate and build agreements in groups or conflict situations
- You may at times be somewhat passive in your listening behaviours, coming across as spacey or detached
- When people become too attacking, blaming or volatile, you may find yourself tuning out rather than listening

Body Language

- Passive
- Relaxed and calm
- Slow, steady movement
- Flowing
- Very few displays of strong emotions, especially of negative emotions
- Face more expressive than body
- Smiles
- Can seem vacant, sleepy or detached
- Seem unperturbed, even when anxious

Thinking Centered Communication

The productive use of your Thinking Center when communicating will enable you to:

- Communicate data and details in an objective and accurate fashion
- Share insights and implications of data with others
- Structure and plan your communication well
- Draw heavily on the language of logic and reasoning as you communicate facts and thoughts to others

An unproductive reliance on your Thinking Center can however impact on your communication in the following ways:

- Sharing too much detail and information with others, creating information overload or leading to analysis paralysis
- Potentially longwinded discussions
- Focusing on facts without awakening interest in others, thereby coming across as boring or uninspiring
- Over-intellectualised or inaccessible ideas that others struggle to comprehend or see the practical relevance of
- Projection of own thoughts and motivations to others

Instinct Style Communication

Martin, your Self Preservation instinct may impact on your communication in the following ways:

- Emphasise practical matters around money, food, health, safety and comfort in the content you communicate
- Make it more difficult for you to communicate and listen effectively when there are environmental distractions or if environments are uncomfortable and unpleasant
- Enable you to communicate much more effectively when you feel safe and at ease or are in a familiar environment
- Orientate your language and communication towards "I, me, my, myself"

Giving and Receiving Feedback

In a professional environment, the ability to give and receive feedback is a critical link in the chain of performance improvement and effectiveness. It also regularly forms part of the formal performance management process.



You can improve your ability to give and receive feedback not only by developing an understanding of how to give effective feedback, but also by integrating your understanding of the Enneagram with the feedback process. It may therefore be helpful to not only consider how your main Ennea type impacts on your style when giving feedback, but to also consider the Ennea type of the person you will be giving feedback to.

To assist you in your capacity to give feedback that others can hear, remember the following:

- When giving informal feedback, ask for permission to give feedback first
- Consider your timing
- Focus feedback on describing observable behaviour and be specific where possible
- Keep it manageable by not focusing on too many points or details
- Resist the temptation to make inferences and assumptions about the attitude of the other person
- Commenting on beliefs and values become judgements
- Describe the impact of the behaviour on you, the work and others
- Make a clean request indicating preferred behaviour

In this process, the following feedback model may be useful:

1

STEP 1: STATE INTENTION WITH FEEDBACK

2

STEP 2: DESCRIBE OBSERVABLE BEHAVIOUR

3

STEP 3: DESCRIBE IMPACT OF BEHAVIOUR

4

STEP 4: PAUSE FOR DISCUSSION

5

STEP 5: PREFERRED FUTURE BEHAVIOUR:

Giving feedback to others

Attitudinal position

- Giving the feedback sooner rather than later will free up the energy you have invested in delaying the feedback, even if conflict may arise from the feedback process
- Stick with your intention to share negative feedback or criticisms rather than being seduced into avoiding these issues for the sake of harmony and cooperation
- The feedback message needs to be clear, so be focused on your main point of feedback without over-explaining or over-communicating about it

Use your strength

- Your ability to build rapport and connect to others should enable you to invite people into feedback conversations in a non-threatening and constructive way
- Use your capacity to understand where the person is coming from to develop solutions and understanding for the future, but remain focused on your main point
- Draw on your good listening skills but don't allow individuals to avoid the issue by abusing your capacity in this department

Be careful not to

- Delay feedback so long that the issue becomes irrelevant or outdated by the time you choose to address it
- Forget to say what needs saying for the sake of keeping the peace
- Over-emphasise positive and appreciative feedback when real issues or problems exist
- Give long explanations that present multiple points of view when a straightforward and simple approach in a sentence or two may suffice
- Allow your need to offer full explanations to drive the feedback process if the person you are talking to requires a more focused and concise approach
- Include peripheral issues in the feedback – stick to the main point
- When challenged by the recipient of the feedback, take care not to become passive-aggressive and quietly stubborn
- End the feedback conversation without clear commitment to future improvement action if that is required, including dates for follow-up and accountability measures
- Seem to condone ineffective solutions for future action due to you not being able to say 'no' clearly

Receiving feedback from others

Your ability to be responsive to feedback is not only influenced by your main Ennea type, but also by your Level of Integration.

At a low level of integration you are likely to:

- Be taken aback by feedback at times, as you may not be paying sufficient attention to yourself and how you are acting or not acting in the world
- Struggle to really hear the message if you feel the person is angry with you in some way, tuning out as a result of this
- React to criticism by becoming passive-aggressive and immovable most of the time, but at times bursting forth with anger quite unexpectedly
- May end up saying "yes" to suggestions while in actual fact meaning "no" and having no intention to act on the suggestion

At a moderate level of integration you are likely to:

- Feel hurt and disappointed if you are not given sufficient time to talk through the issues
- Be comfortable in the feedback conversation as long as it does not become adversarial or lead to conflict
- Be quick to go along with suggestions for future actions and solutions made by others, without interrogating these openly and in depth
- Easily tap into the anxiety of the person giving you feedback

At a high level of integration you are likely to:

- Be able to voice your need to talk more about the issue if you are not given sufficient opportunity to dialogue
- Appreciate that relationships deepen as a result of conversations about the difficult issues, making you open and present even when the conversation is particularly challenging
- Be able to take a stand and challenge the person giving you feedback if you disagree with them

Feedback Guide

If you know the Enneagram style of the person you are giving feedback to, consider these quick tips to help you prepare, adapt and position your approach:



1 Strict Perfectionist

- Ennea 1's are exceptionally self-critical and are likely to take criticism personally
- Start the feedback on a sincere, positive note by appreciating something about the Ennea 1 that is working well or that you appreciate
- Be direct and sincere – implied criticism is taken as personally as direct criticism, but is more difficult to resolve
- Avoid language about right/wrong
- Be specific in the examples of behaviour given and don't generalise or be vague
- Don't be surprised if frustration or anger erupts
- Minimise the extent to which the person spirals into self-blame
- Find ways of allowing the Ennea 1 to feel in control of the outcome

2 Considerate Helper

- Ennea 2's are normally used to giving feedback to others but may not be equally open to receiving feedback
- Keep a positive, friendly and optimistic tone throughout the conversation
- Be conscious of where you give feedback to ensure privacy
- Emphasise the importance of maintaining a positive relationship and reinforce your positive regard for the person
- Don't go into too much detail, only give more detail when the person asks for it
- Be aware of attempts to swing the feedback around and the conversation becoming about giving you feedback
- Offer and ask where support may be needed

3 Competitive Achiever

- Ennea 3's don't only dislike feedback, they are likely to actively avoid it
- Make the feedback about improving the Ennea 3's success
- Get agreement on the problem or issue as quickly as possible
- Don't drag it out with the Ennea 3 as they respond better to short and sweet feedback, but don't let their impatience push you into not saying what needs to be said
- Reinforce the way in which the behaviour being discussed promotes or detracts from goals that need to be achieved
- Use the competitive instinct of the Ennea 3 to your advantage
- Be as concrete and practical as possible by focusing on action steps
- Don't embarrass or show the Ennea 3 up in front of others

4 Intense Creative

- Make the conversation personal and intimate by using language like "I, me, mine"
- Ask about emotions
- Listen at the level of emotions and reflect these back to the person to show you understand where they are at
- Express your feelings about the situation
- Don't cut the Ennea 4 off in the conversation; give the person time to express themselves fully
- Emphasise how the change in behaviour would make the task more meaningful
- When making suggestions for alternative behaviour, position the alternatives in a way that allows the person to choose whether they feel this would work or not
- Create the opportunity to share creative ideas with each other on how to address the problem

5 Quiet Specialist

- Be conscious of where you give feedback to ensure privacy
- Be clear and communicate upfront about time required
- Focus on the facts, be clear and be specific
- Allow and create space for the person to reflect and process what you're saying - don't push the pace of the feedback too much
- If the person wants time to reflect, you may need to give the person time alone and continue the discussion later
- If you're giving time to reflect, don't drop the matter without having the follow-up discussion and don't wait too long to have it
- Ask about thoughts, not feelings but allow the person to express feelings should they choose to bring feelings up themselves
- Be clear about the reasons for the proposed new behaviours

6 Loyal Sceptic

- The Ennea 6 is likely to come into the feedback session with a high level of anxiety and prone to catastrophising
- Contextualise the magnitude of the issue upfront – if it isn't that serious, say so to put the person at ease
- Forecast a positive outcome from the start
- Reinforce your support and trust for the person
- Create a warm, understanding environment for the feedback
- Answer questions and allay fears with patience, while normalising the concerns expressed by the person
- Be willing to go through the situation or issue more than once
- Should counter phobic behaviour emerge during feedback, the person may decide that attack is the best form of defence, which will require you to choose not to get drawn into an argument

7 Enthusiastic Visionary

- Be sensitive to the Ennea 7's tendency to avoid negative emotions and reframe things positively
- Keep the tone positive and energising
- Position negative feedback between positive comments (feedback sandwich)
- Create space for the person to generate ideas and solutions and use these as much as possible
- Keep the person involved in the conversation throughout, check in often and asks lots of questions
- Equalise power in the room and don't pull rank, even if you are the manager
- Don't allow the person to shrug problems off as learning opportunities without committing to change and specific future behaviour
- When deciding on the way forward, allow the person to decide from the options and ideas generate

8 Active Controller

- Ask for permission to give feedback
- Be forthright, direct and honest; don't beat around the bush or waste time on small talk
- Position the feedback within the bigger picture
- Openly state your confidence in the ability of the person to deal with the matter effectively
- Get overt agreement from the person on the issue
- Let the person feel in control by allowing inputs and comments as much as they want to during the conversation and allowing them to decide the way forward
- Be very sensitive to fairness and not positioning yourself as taking sides
- Ask whether the person wants suggestions from you or not before offering them

9 Adaptive Peacemaker

- Create a warm, open and comfortable environment and establish a connection at the start of the conversation
- Position feedback in a very non-judgemental or neutral way
- Get the person talking and ask questions about their thoughts – this may be difficult but encourage as much participation and input as possible
- Express multiple points of view when describing the behaviour
- Position feedback on a big picture level
- Don't push the process in a very assertive or aggressive way as this may elicit passive-aggressive resistance to the process or the behaviour change
- Add ideas and make requests, but don't make demands
- Ask the person for their suggestions and ideas

Conflict

Not all situations that irritate or trigger you will lead to conflict. Even though some situations are almost universally unacceptable and agitating to people, each Ennea style has its unique triggers (sometimes referred to as pinches). These unique triggers to each style are often where misunderstanding originates in relationships. What triggers individuals from one Ennea type, may not even show up on the radar screen of another Ennea type.



Working in a team will inevitably lead to some disturbances. As triggers accumulate and build, the risk that your response may become a conflict reaction increases. Your response in a high conflict situation is however also deeply influenced by your Ennea type.

Remember that what triggers you, generally says a lot more about you than it says about the person responsible for triggering you. The information provided in this section of the report may therefore be useful for you in more than one way. It may allow you to deepen your understanding of yourself and your triggers, thereby lessening projection and increasing self-regulation and self-awareness. It may also be useful in enabling others to understand you better if you share this information with them, thereby improving interpersonal relationships.

The Ennea 9 Response to Conflict

When conflict erupts and you are not in a position to avoid it any longer, your Ennea style as an Adaptive Peacemaker is likely to lead to the following reactions and behaviours:

- As you prefer to minimise conflict, you may find yourself making light of differences
- In conflict situations, by focusing excessively on your needs as well as the needs of others, you may find that issues get resolved without the needs of either party being adequately fulfilled
- Passive-aggressive behaviour may occasionally flair to a point of extreme anger which is then likely to disappear as quickly as it first appeared, leaving you feeling quite drained and tired
- In conflict situations, a lot of the direct expressions of your own thoughts and feelings may be introjected as you say things to yourself but feel as if you have said them aloud to others

Your preferred conflict processing strategy is reframing.

What triggers you

Martin, as an Ennea 9, the following style-specific triggers may apply to you:

- Disruptions of good relationships or settled routines
- When others tell you what to do
- Being ignored - this may be in the form of individuals not greeting you or being curt but can also be when people don't ask for your opinion during meetings after you've patiently listened to everybody else
- Rudeness and hostility directed at you
- When individuals take advantage of your kindness or your accommodating nature
- Direct confrontation
- Feeling unsupported in the decisions you do take and unsupported in general

What you do when triggered

- When angry, you may end up going quiet rather than speaking up, which may make it very difficult for others to know that you are angry
- While quiet on the outside, you may have a stronger dialogue happening internally
- You may not always be aware of your anger, and it may only catch up with you after events and may then tend to stay with you over time, potentially in a recurring thought pattern that loops intermittently without resolving itself
- In contrast to this, the outward expression of anger may be quite short-lived and unexpected in its expression, taking others and sometimes even you by surprise and leaving you feeling quite drained
- You may also at times find that you inadvertently project anger onto other people or things that are not directly involved in the matter

What others should do

When you are triggered, agitated or in the middle of a conflict situation, others may want to consider the following to diffuse the situation and create a constructive environment where resolution becomes possible:

- Others need to actively understand that your silence does not mean you don't have something to say about the matter
- Others need to show interest and inquire into your feelings or anger in a gentle and kind way - you are therefore likely to respond well to open questions rather than closed questions or statements aimed at interpreting your behaviour, motivations or shortcomings
- In order for the conversation to remain constructive and to assist you not to go into a more passive-aggressive mode, an accommodation style of engagement that does not make demands of you or place you under pressure should be most effective
- As you generally listen to others, you value others attention and want them to listen to you too
- Others need to take care to not only validate your feelings in general, but should also acknowledge and validate when you are able to directly express your anger

DEVELOPMENT EXERCISE: Self-Regulation

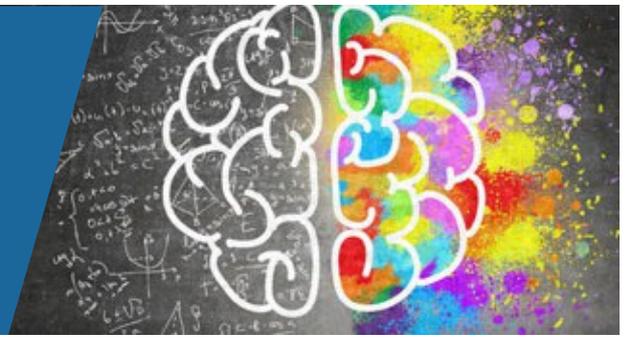


If you want to manage yourself and your triggers in a sensible and constructive way, the following may be useful when engaging with others and building relationships:

- Develop your ability to embrace conflict as a natural part of relating by appropriately engaging in conversations about conflict, triggers and past experiences with others even when there are no immediate conflicts brewing in your environment
- Tune into your own silence and become aware of your tendency to wait for others to ask before sharing what is bothering you
- Don't procrastinate - when you are triggered and something is up, be courageous and have the conversation sooner rather than later
- When tense, take care not to engage in physical activity as a way of avoiding the matter or numbing yourself
- Distinguish clearly between what you are thinking about an issue and what you are saying aloud to others. Ask others to reflect and summarise what you've said to them as a way of checking whether they have heard you fully.
- Say 'no' when you mean 'no'.
- Be clear about expressing your own needs and what you truly believe when resolving issues
- Develop routines or rituals that symbolise closure and letting go of conflicts that you can draw on when you feel anger lingering over time

Decision Making

The capacity to make effective, well-considered decisions is a critical competency in a professional environment. Effective decisions involve three phases or types of activity, namely:



PHASE

1

EXPERIENCE: Actual Experience, Data Scanning And Data Collection

2

INTELLIGIBILITY: Interpretation And Making Sense Of Experience Or Data

3

COMMITMENT: Applying Judgement, Making The Decision And Taking Actions

Your decision style is not only strongly impacted by your dominant Center of Intelligence but also by your main Ennea type and the amount of strain you are experiencing at present. Effective and wise decisions are made when all three Centers of Intelligence are positively engaged in the decision making process. Decisions happen in context. The more you are able to consider and position the context within which you need to make decisions, the more effective your decisions become.

Thinking Centerd Decisions



Martin your dominant Center of Intelligence is Thinking Centerd, and is likely to impact on your decision making in the following ways:

- Reliance on logic, rationality and analysis
- Need time to consider the facts and analyse information before committing to a course of action
- Cautious and risk-averse decision making
- Emphasis on accuracy and precision in analysing data
- Decisions include detailed plans for implementation
- Able to rationally defend and explain decisions

Your Thinking Center is likely to lead you to emphasise the Intelligibility Phase of decision-making as you strive to interpret available information accurately and as objectively as possible.

The drawbacks of this approach to decision making include:

- Slow decision making
- Getting stuck in the detail (Analysis Paralysis)
- Overlooking impact of decisions on others from an emotional perspective
- Over-emphasis of plans, under-emphasis of action
- May limit innovation and creativity
- Over-intellectualisation of problems

Moderate Strain

Martin, the moderate level of strain you are experiencing at present is likely to impact on your decision making in the following ways:

- If you are operating at an optimal level of arousal (eustress), your decision making performance is likely to increase
- Consider areas where you may be experiencing higher levels of strain at present and how these impact on your decision making
- As your strain level increases, be aware of your willingness to consult others and the potential for reactive decision making
- As your strain level decreases, be aware of complacency, deadlines and your capacity to act on priorities with urgency



Impact of your Ennea 9 style when you make decisions:

- ➔ **Trusting and tuning in to your instinctive** response and intuition when making decisions may be difficult, especially when making decisions about something that is potentially distressful
- ➔ **As you value consensus and ensuring that** different perspectives are represented, you are likely to include stakeholders in the decision making process.
- ➔ **To avoid hostility towards decision you are** likely to be explicit in setting and following a thorough process of data collection as well as respecting the lines of decision making authority
- ➔ **Within your field of expertise when you do feel** comfortable to make a call of your own without consultation, you may intensely dislike suggestions that you need to consult others, as you want to have your expertise acknowledged
- ➔ **Your desire to ensure that all perspectives are** heard may draw out the decision making process, making it slow to come to conclusion

- ➔ **Your ability to get along well with others** should serve you when discussing potentially threatening issues, as you should be able to put people at ease
- ➔ **When the situation requires quick, directive** decisions you may find yourself disengaging as you struggle to take a more authoritative stance
- ➔ **In considering the views of others, you run the** risk of making decisions in which your own opinions and needs are discounted
- ➔ **As long as people don't become aggressive,** you will be able to listen to inputs and feedback on your decisions in an open way
- ➔ **Your analysis may become confusing as you** try to ensure you cover all views and points
- ➔ **You may struggle to prioritise when faced** with multiple decisions

Impact of your Ennea 9 style when others make decisions that affect you:

- ➔ **You should generally be receptive to the** decisions of others if they've included your views and if the decision does not disturb the peace or status quo
- ➔ **Even when you don't agree with someone** else's decisions, you may end up saying "yes" while meaning "no", resigning yourself to the outcome
- ➔ **You may find yourself taking on the role of** explaining other people's decisions and reasoning to your colleagues, even when you don't actually agree with the decision that has been made
- ➔ **When you strongly disagree with decisions** and cannot resign yourself to them, you may either express this vehemently for a brief moment or resist the implementation of the decision by being passive, stubborn and by delaying action, sometimes indefinitely
- ➔ **When different decisions in your environment** lead to competing demands being made of you, you may find yourself becoming stuck between these without feeling able toward meeting either demand
- ➔ **You are likely to be much more comfortable** with decisions that enhance routines and certainty than those that upset and threaten your inner calm

Leadership and Management

As a leader in your business, your management and leadership style and ability to achieve results through others in an inspiring way, will be impacted by your main Ennea type. At the same time, your level of integration within that type will impact on the extent to which you are able to express the leadership strengths and weaknesses associated with your type. At a low level of integration, you are more likely to be derailed by the development areas of your type. At a high level of integration you are likely to draw more consistently on the strengths of your type, while also being more likely to transcend the limitations of your type.



Martin, your main type as an Ennea 9, will focus your management efforts on collaboration and a global perspective. It is likely to impact on your management style and ability to achieve results through others in the following manner:

Goal Setting

You may enjoy the more detailed aspects of the work, enabling you to get stuck into the goal setting process. You are likely to enjoy collaborative goal setting and feel much more comfortable when your goals and role is clearly described and articulated. You will therefore be likely to also provide some certainty and structure for others when setting goals.

Planning

Your approach to planning is likely to be inductive and consultative, as you build up the plan by adding the smaller elements together. As with goal setting, you may however run the risk of getting lost in the detail, or emphasising planning at the expense of action when there is a high level of urgency. You may also struggle to identify the most important aspects of your plans, preferring to give equal weight to all elements.

Task Completion

In a structured environment, when engaged with routine tasks, you may find yourself getting into a "groove" quite easily, working towards tasks in a focused and comfortable way. Under pressure to get things done urgently, you may find prioritisation and quick decisions more difficult as you grapple with indecision and distraction. You prefer doing things at your own pace and do not appreciate being pressured into a decision. At the same time, saying 'no' when you are already overloaded may be difficult for you. You are likely to enjoy opportunities for teamwork. You may find that you struggle without a deadline.

Delegation

Even though you like to collaborate, you may not find it easy to delegate to others. This may lead to work piling up on your desk as you get too involved in the detail. When you delegate, you may find yourself backing down if people resist the task. You may also need to emphasise how important tasks are more effectively, as your tendency to give equal weight to tasks may leave your team members at a loss when they need to decide what to tackle first.

Performance Management

Your pleasant and participatory approach should enable you to create a constructive environment for performance related feedback. This should enable you to calmly tackle fairly tricky performance issues with diplomacy. You may however find that you downplay problems and struggle to be really direct and forthright when there are performance problems. Take care not to default to performance ratings in the middle of the rating scale or giving positive ratings to keep the peace rather than to honour really great or poor performance. It may be useful to become aware of instances where you become accommodating in performance discussions merely to avoid conflict.

Motivation

As you want to create a harmonious and positive working environment where cooperation and teamwork is possible, you are likely to spend time listening to the team and creating a supportive environment. Your ability to see and represent different perspectives can be very inspiring when applied well. You may however find that you struggle to create a sense of urgency in the team when tackling matters. When you are demotivated yourself, your apathy may impact negatively on the team.

DEVELOPMENT EXERCISE: Top priorities in managing teams for results



↻ Clearly identifying and communicating

priorities at an organisation, team and individual level and sticking to them

↻ Not getting stuck in indecision or slow decision making

↻ Moving from concept and planning stage to action

↻ Creating a sense of urgency, both for yourself and your team

↻ Asserting yourself and saying 'no' to

responsibilities when you are already overloaded

↻ Ensuring that you don't become over- accommodating to avoid conflict when managing performance and task completion

Strategic Leadership

Strategic leadership is the capacity to relate, align and maximise the internal direction of the organisation to the external world and the macro-environmental factors impacting on the organisation and its success. Martin, as an Ennea 9, your strategic leadership is likely to be influenced by your core drivers and motivations in the following ways:



Visioning

Your preference for systematically building the bigger picture by focusing on the detail, may enable the vision and strategy to emerge as you make operational and tactical choices. You are also likely to feel more comfortable collaborating with others in determining the vision.

This emergent approach may be quite effective in some environments but relies quite heavily on your ability to clearly and explicitly communicate the vision to others once it has emerged. When sharing your vision with others, focus on being brief and evocative. Your natural inclination may be to over-explain the vision or to spend too much time positioning it for others, thereby downplaying the vision itself.

There are times when your team may look to you to be clear and decisive by setting the overall direction. By consciously focusing on the vision and big picture first, you may be able to set the direction, create more urgency and make things happen more effectively.

Strategic Thinking

Your first challenge in terms of strategic thinking is to ensure that you are not stuck in the detail and tactical / operational matters at the expense of high level strategic effort. The second challenge is to not get stuck in the complexity once you start thinking strategically. You may find it much easier to apply yourself to strategic issues when the business is running smoothly and there are no major disruptions from the environment.

When applying yourself to strategic matters, your ability to get people involved should enable you to get support for strategic decisions. This style may however also stretch the time it takes to make strategic decisions and respond to changes in the macro-environment. When there are major disruptions in the external environment, you may find that you are distracted from your strategic efforts as a result of feeling overwhelmed.

When applying yourself to strategic issues, you also need to be cautious of compromise and downplaying threats from the environment. Remember that not all elements of the strategy carry equal importance and that a good strategy will rarely satisfy everyone's interests, especially in a highly competitive environment. You may also put effort into an awareness of the paradigm or comfort zone within which you are evaluating your strategic options to ensure that you don't end up erring on the side of familiarity merely for the sake of it.

Alignment

Your approach should enable you to be quite sensitive to the extent to which people are aligned to objectives and strategies. You are likely to pay attention to the process of alignment and may as a result inadvertently under-emphasise the outcome you desire as a result of alignment. This may lead you to see alignment as an end in itself.

You should be aware of the need to keep people up and down the hierarchy informed of what is happening, which aids alignment. When you encounter resistance or confrontation from other team members, your style may either calm things down and increase cooperation or may lead you to become apathetic and over-accommodating which may limit alignment.

Change Management

When managing change you are likely to take a careful, planned approach that includes consideration to process, collaboration and support to aid the transition process. You may prefer taking time to develop this plan and consider the situation upfront and will resist calls for immediate, urgent and radical shifts. As a result, you may struggle to imbue the team with the sense of urgency that enables change efforts. You prefer not to emphasise the “burning platform” that drives the need for change too much, which may mean that mobilising others may take more work.

As someone who takes comfort in routine and stability in your environment, you may not be all that comfortable with major changes. Large scale change may seem daunting and overwhelming and you may prefer a more incremental approach to manifesting change in your environment. You need to guard against distracting yourself with less important aspects of change when tackling big projects.

You may also find that you become very uncomfortable if resistance to change is directed at you or expressed in negative and pessimistic ways. Getting everyone to agree about the changes required is therefore likely to be very important to you.

DEVELOPMENT EXERCISE: What to focus on as a strategic leader



↻ Communicating the vision in a way that is
both evocative and direct

↻ Building your capacity and appetite for
timely, bold strategic decisions when required to
ensure that you don't get stuck in the status quo

↻ Being forthright and not downplaying
threats and challenges

↻ Creating the sense of urgency in the team
that mobilises people for change, partly by being
able to create burning platforms from which to
launch change efforts

↻ Prioritising strategies effectively

↻ Being direct when you request assistance
and help from others

Team Behaviour

Within a team environment, your Enneagram type is likely to influence not only how you interact with others, but also what you view as ideal team relationships and behaviours.

Teams go through different phases of development. Tuckman's four stages of team development, namely Forming-Storming-Norming-Performing, illustrate the process through which teams go as it becomes more effective over time. Each of these phases are necessary if a team wants to become grow towards high performance. Ideally teams move through the first three phases rapidly, spending most time in the Performing phase. In reality, some teams get stuck and struggle to move beyond the Forming and Storming phases.



FORMING:



This is the first stage of team development. This phase is often characterised by a high level of pseudo behaviour, as individuals avoid conflict and controversy in favour of getting to know each other, being accepted and fitting in. During this stage individuals gather impressions of each other while attending to routine tasks as the team goes about setting goals and defining its purposes. Team members may behave quite independently at this point in time. At this stage of development most individuals put forward their best behaviour and avoid conflict. As a result, this can be quite a comfortable phase during which people get to know each other.

NORMING:



Once individuals start resolving their differences and come to a shared understanding of the way in which to do things, the team moves to the third stage of development. The norming phase enables the team to establish norms for working together, a common goal and preferred level of interdependence to ensure that results are achieved and problems are solved. During this stage, teams take mutual responsibility for goals and are characterised by a shared desire to address and resolve challenges. Team members are able to acknowledge that the task at hand cannot be accomplished without the input of the others.

STORMING:



This is the second stage of team development and is normally characterised by high levels of conflict. During this phase, different ideas and perspectives start competing with each other for attention. Team members start opening up to each other and are more likely to confront and challenge others. This enables the team to uncover contentious issues, problems and differences. It may however also lead to protection of interests and positions, win-lose scenarios, competitive behaviour, blaming and the formation of factions or silos. Some teams work through this phase quickly, while other teams may get stuck in storming for extended periods of time.

PERFORMING:



Although not all teams reach the performing stage, high performance teams are interdependent units with a shared sense of purpose. These teams are often self-directed, requiring little external supervision as team members hold each other mutually accountable. Dissent and transparency enable the team to work through challenges in a candid manner that allows for correction, learning and support. Even the most high-performing teams cycle through the stages of team development as circumstances change and different challenges present themselves.

Your Impact on Team

Martin, to understand the impact you have on your team, you will need to consider the phase of team development your team is currently in. You may find that different teams in different areas of your life are in different stages, which will impact on the way you show up in each group. The different Ennea types also differ in terms of:

- Types of goals that resonate with you
- Level of interdependence that you are most comfortable with
- Typical role played in the team

As an Ennea 9, you prefer goals that are:

- Clearly defined and communicated
- Developed through consensus and collaboration with all involved parties
- Meaningful
- Practical and concrete
- Predictable and within the scope of previous goals

Interdependence and Team Role

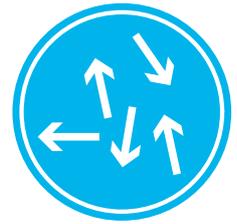
Martin, you enjoy moderate to high levels of interdependence in a team setting, as long as the interdependencies contribute to harmony and are clear within the context of the task at hand. Team settings that are high in the expression of conflict and constantly in flux may therefore not suit you. You may find that you become somewhat resistant to interdependency when forced on you by others, when it increases tension in the team or when processes are not clearly mapped and defined. Although you like structured processes, a rigid definition of team roles and responsibilities may not be to your liking.

Your Ennea Type and Team Stages

FORMING

Martin, during the forming stage of team development, others are likely to experience you as:

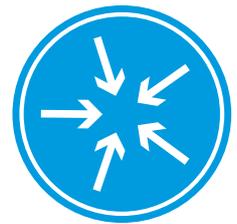
- Quiet and even at times distracted
- Very attuned to the process of forming in the team and therefore potentially somewhat impatient with processes that seem misguided or one-sided
- Easy-going and open to getting to know new team members
- Making contributions that are generalised
- May be less influential in the team during this phase than during the later phases of norming and performing



STORMING

As an Ennea 9, you are likely to be quite uncomfortable during the storming phase of team development and may therefore:

- Try to mediate and keep the peace in the team as far as possible
- Withdraw physically or at the level of attention from the discussion until it has abated if at all possible
- Overlook the benefits of conflict and disagreement in moving forward the process of team development and formation
- Be more open to changing processes than structure in addressing problem issues
- Try to ensure that different perspectives are represented, taking on a facilitative role
- If conflict is directed at you, you may become angry momentarily, feeling quite exhausted



NORMING

You will be more at ease in teams that are at this stage of team development, and will:

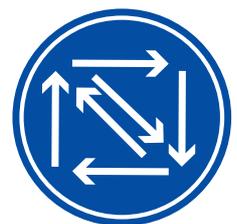
- Feel relief once conflict and tension seems to start dissipating
- Be comfortable with goals, norms and values for the team that are agreed on through consensus and collaboration
- Feel uncomfortable and disappointed with goals and norms that are set without input and agreement from all team members
- Prefer broad process agreements to being told what to do or rules that are controlling and prescriptive
- Listen and facilitate more than leading the discussion



PERFORMING

You thrive in teams that are able to reach this stage of team development, and you will therefore:

- See the teamwork and productive harmony that generally emerges during this phase as highly desirable
- Create opportunities for collaboration and consensus
- At times run the risk of presenting ideas and perspectives without establishing clearly where you stand in relation to these points of view
- Step into a more influential role in the team than was apparent during the earlier stages of team development
- Take pleasure from team activities



Coaching Relationship

This section of the report is aimed at increasing your awareness of how you may be showing up in a coaching relationship. If you are being coached at present, this may be useful to discuss with your coach. If you are not in a formal coaching relationship, you may want to relate this to your behaviour when being coached informally at work or by your manager, or alternatively to reflect on past experiences of mentoring, coaching and any other significant development relationships.



Martin, as an Ennea 9, you need to build a strong sense of connection with your coach before being able to fully engage with issues. Once the connection is established, you may find it difficult to also close and terminate with your coach. You are likely to display some of the following behaviours, thoughts and emotions within the coaching environment:

When developing goals for your coaching, you may find it difficult to be clear about exactly what your goals and vision for the future are. Connecting to your own needs and creating clear milestones and priorities for the coaching relationship are therefore important as it forms the basis for the development journey. It may be useful to ensure that sufficient time is spent on goal-setting and establishing the relationship with your coach upfront and to regularly review these goals along the way.

You may find that you relax as coaching sessions settle into a routine or predictable format. At the same time you are likely to go along with suggestions from your coach as to how to approach each session and may struggle to express yourself if this approach does not cover your real needs and wishes for a session. When this happens you may go along with the coach at a surface level while not really being intent on following through with decisions being made in this way. You may therefore respond very well when the coach consistently and frequently gives you the opportunity to decide how to proceed.

When central issues are addressed during coaching sessions, you may find that you diffuse the attention and focus on the issue by moving to the next matter or by generalising. It may be useful for you to explore ways in which you try to dissolve internal discomfort or external tension and conflict during coaching sessions to gain insight into how this may be happening in other areas of your life as well. This tendency may lead you to move between issues without making real decisions or commitments to act on your insights.

You may find that there are certain issues or topics that make you go quiet in the coaching setting. When you encounter issues that are particularly difficult for you to express yourself on, focus on saying what you truly think and feel, even if it takes more than one attempt. If you need time to think things through before taking a stand, claim this time.

You may find that your coaching sessions start from the starting point that everything is fine in your life, even when they clearly aren't. As a result there may be numerous issues that you are not bringing to the coaching environment, simply because you prefer to ignore or numb yourself to these matters. At the same time you are likely to intensely dislike being forced to face these issues by your coach unless it is done in a gentle way.

Remember that the coaching environment provides you with an opportunity to practice exerting greater interpersonal influence and to develop your ability to assert yourself. You may want to reflect how empowered you feel within the coaching relationship. If you feel that you are not sufficiently in control of the coaching journey, this may be a key area to discuss with your coach as a reflection of what may be happening in other areas of your life as well.