



iEQ9
**INDIVIDUAL
PROFESSIONAL**
Enneagram Report



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 At lower integration, Fives may be withdrawn, antagonistic and aggressively defend their isolation.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 oversensitivity. 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, 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).

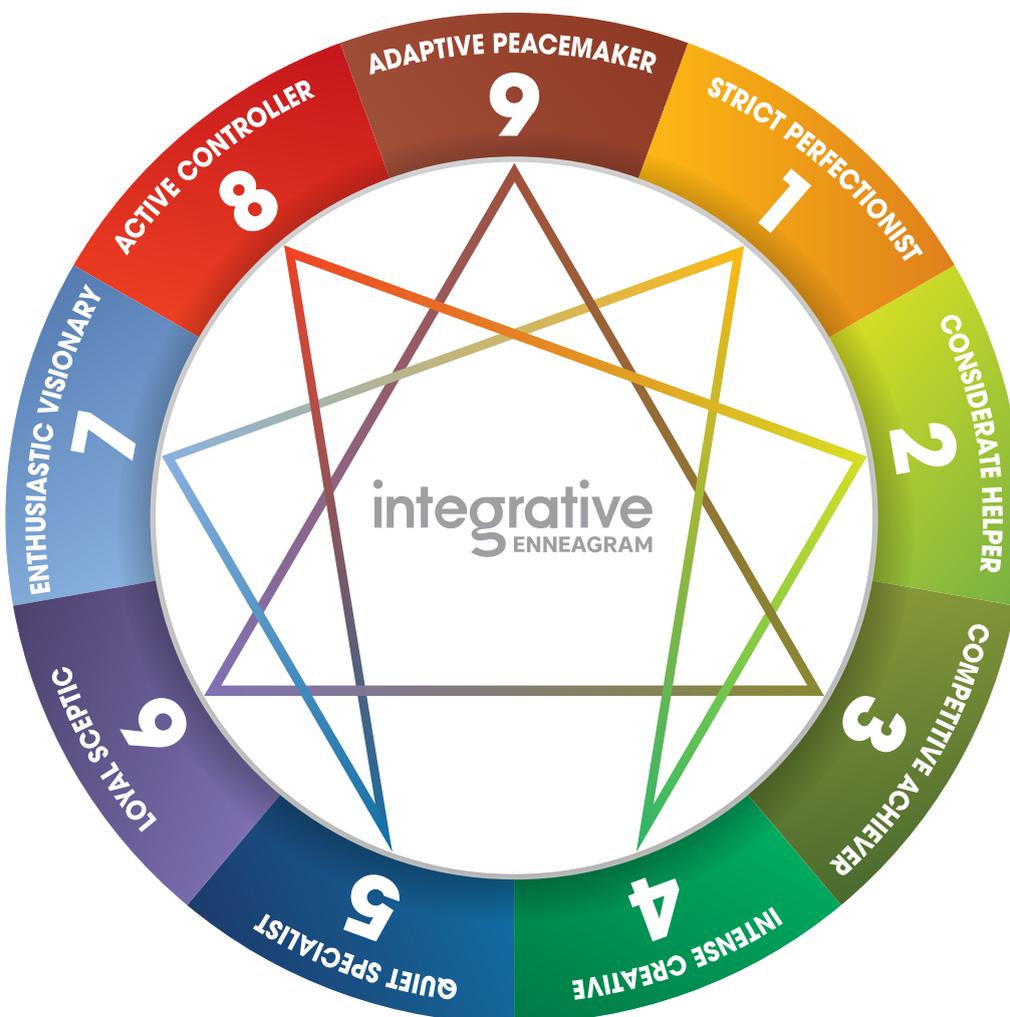
It refers to the nine different Enneagram styles, identified as numbers 1-9.

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.



3

COMPETITIVE ACHIEVER

you resonate with the Enneagram type 3 which is also known as the Competitive Achiever

Ambitious: You strive to be the best at whatever you take on. You believe in your ability to succeed.

Efficient: You know how to do things in a way that is efficient and productive. You are resourceful.

Adaptable: You adjust willingly to different situations, people or environments adapting to achieve your goals.

Driven: Your energy and determination gets things done and pushes others to perform at their best as well.

Results-Oriented: Setting and achieving goals is natural for you, your focus is on the end-result.

Motivation

This style stems from the **motivational need to outshine others and be the best**. As an Ennea 3 you are likely to value achievement and as a result efficiency, results and image are important to you. You strive for success and you are willing to adapt in order to get what you want.

At your best others experience you as hard-working and effective. You offer the gifts of **clarity** to yourself and the world around you. At your worst your over-expressed need to appear successful may lead others to experience you as self-important and inconsistent, invested in self-worth built on what you do, rather than who you are.

Typical Action Patterns:

- As a goal-directed doer, you focus on tasks and achieving success. You are extremely focused, effective and productive when working towards a target or objective. In a team environment, you may find yourself drawn to leadership roles. Others are likely to experience you as energetic and effective and therefore follow you willingly.
- The adaptive Ennea 3 is often referred to as the chameleon. You dress for success and the way you look matches your ambition. You fit in by adapting your role, behaviour and style to your audience.
- You are highly competitive and this is likely to come to the fore at work and in recreational activities. Some Ennea 3s are drawn to competing against themselves and are drawn to actively compete and outshine others.

Typical Feeling Patterns:

- You prefer to set emotions aside to focus on effectiveness, and seldom make time for reflection or talk about feelings, especially feelings like anxiety, sadness or fear. Your feelings focus on how other people react to you.
- You may find it easier to connect to feelings of frustration and anger, unless the people involved are key to success, in which case you will struggle to connect to these frustrations.
- Projecting confidence is very important to you, and you mask feelings that may detract from this image. Your optimism is shown outwardly but inside you may feel more fear or distrust than your behaviour reveals.
- Others are likely to experience you as unmoved, focused and serious. Under continued pressure or when facing the possibility of failure, you are likely to be more short-tempered and uncontrolled.

Typical Thinking Patterns:

- Your mental energy is likely to be focussed on deliverables, your goals and what it takes to achieve them. You may over-identify with your work to the point where it defines you.
- Your thought processes are likely to be fast and enable you to adapt to your environment and the people around you. You tend to assess or read the situation to ensure that you are acting, engaging and communicating in a way that enhances your chances of success.
- You are likely to spend a lot of time mentally comparing yourself to others, leading to feelings of relative deficiency or superiority.
- You find it easy to connect to data that supports your point of view, but may skip over more challenging information. You may also reframe mistakes and failures as learning opportunities rather than really engaging with them.

Blind Spots

- Being very aware of image can lead to self-deception. If you start to over-identify with your public image, you lose touch with who you really are. This can cause confusion between your real self and your job or role in the world, and others may sense this and see it as insincere or lacking self-awareness.
- You have a blind spot for failure or criticism and may find it difficult to discuss negative issues. Instead, you may rush or dismiss such conversations, particularly if the criticism is about your mistakes and shortcomings.
- Your goal-orientation may lead to others experiencing you as impatient, rushed and dismissive. These behaviours are more intense with people you see as less competent.
- Your confidence may be projected as certainty, with a blind spot for alternative perspectives. This may alienate others and decrease their openness to your inputs, plans and goals.

Worldview

Because the world only values winners you must avoid failure at all costs

Focus of Attention

You focus on being successful and ensuring the high regard and respect of others. Your attention is therefore focused on achievement, productiveness and performance.

Core Fear

Feeling worthless, insignificant or useless – will people still love me without my success and accomplishments?

Self-Talk

I must succeed; I must avoid failure; I am what I do

Gifts

Value, Glory, Hope, Efficiency

Vices

Deceit and Vanity, expressed in tricking yourself and others into believing you are your self-made image.

DEVELOPMENT EXERCISE



Over-identifying with your accomplishments and success makes it difficult to face mistakes or failure. Working to acknowledge your weakness to yourself and others might serve you.

You put on multiple masks to create an identity that matches people's expectations of you, leading you to lose touch with your authentic self. If you are not the roles you play and your successes, who are you?

You may believe that emotions get in the way of productivity. However, feelings are the doorway to your inner being. Take time to check in with, acknowledge and express your feelings.

Constantly being on the go can make it difficult to go with the flow of experience and appreciate yourself for who you are. There is a difference between doing and being. How can you appreciate who you are rather than what you do? What supports your capacity to just be?

Being efficient and results-driven may tempt you to be expedient and take short-cuts at times, compromising on quality. How are the expedient choices you make impacting on others?

The Ennea 3 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?

+ As an Ennea 3 your task-orientation and focus is likely to enable you to work at a fast and efficient tempo. This enables you to stand out from the crowd as you are likely to make things happen in a systematic and organised manner. You get things going and create forward momentum.

+ Many Ennea 3's have highly developed interpersonal skills. Because of your ability to "read" the crowd and your adaptive style, you are able to charm and please crowds. You may be adept at public speaking, if it is a significant success factor in your job.

+ You respond to ideas of quantity, efficiency and productivity and you will try to optimise your own efficiency through multitasking and making use of any spare moment to get things done. You work towards your goals through the application of a multi-track focus.

+ You need information to be useful and serve a function. This enables you to move to practical application and action quickly. When making decisions you will emphasise rational decision-making and the actions required to implement decisions.

+ Projecting a professional image and being business-like comes naturally to you. You will rarely struggle to "fit in" with a new team, department or group, unless you assess the team as being inherently flawed or incompetent. Your ability to market and sell yourself to others is likely to be well developed and will establish you as credible.

+ When times are tough, you are likely to respond by working and trying even harder than before. You will be very good at overcoming obstacles and working through and around blockages and are likely to see pressure and challenges as opportunities to prove your ability and rise to the occasion. You will rarely rest on your laurels or be lazy. You will focus on functioning at a high level even when you are upset.

+ A lot of your energy may be focused on the accumulation of wealth and possessions. This stems from your desire to look successful as well as a need to accrue security.

+ You are unlikely to shy away from competition and enjoy activities that give you the opportunity to win, prove yourself and "be the best".

+ By not getting stuck in the detail, you are likely to be able to see the bigger picture.

The Ennea 3 has the following weaknesses and challenges

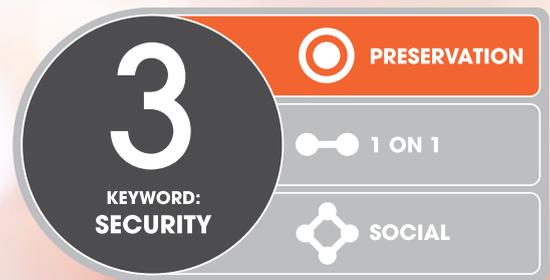


This section helps you to recognise the challenges and weaknesses of your Enneagram style. Some of these challenges relate to times when your strengths are over-utilised or applied in an unhealthy and excessive manner. Others may stem from the expression of your deeper fears and fixations.

- ❗ **You may be showing up in the world in a way** that makes you seem self-promoting and desperate to be noticed. Your desire to create a favourable impression may further enhance this, creating some interpersonal distance as people struggle to see the “real” you.
- ❗ **You want and need to see results for your effort.** If stress and pressure is continued and relentless, you may become very irritable and short-tempered. This will however not lead to you slowing down and you will be willing to take some big risks in your attempt to ultimately succeed. When you run the risk of imminent failure, you may quickly switch tracks to avoid failure, rather than investing in a course of action or project that is working.
- ❗ **You focus on your goals, and rarely on the details.** This will also lead to you being irritated by long-winded discussions, theory and communication, preferring to push for clear decisions, results and conclusions. This may lead to you disregarding options prematurely or pre-empting decisions through direct action. You will rarely have time for lengthy research and analysis. You may also struggle to organise group work in much detail.
- ❗ **You may also mask problems and failings very effectively from others,** preferring to not discuss personal problems, financial difficulties and relationship issues with others.
- ❗ **In focusing on results and the product of your efforts,** the process and the way in which you achieve these results may be much less important to you. This may lead to you taking shortcuts and taking on several things at once.
- ❗ **In constantly rushing to the next important activity,** you don't give yourself time to fully absorb the pleasure of your accomplishments. This lack of complete gratification creates momentum for the next task but can also be self-defeating.
- ❗ **The Ennea 3 can be ruthless when people stand in the way of their success and achievement.** This may lead to you being dismissive of others who seem incompetent or who have made mistakes. It may also lead to you being quite insulting about the competition.
- ❗ **You may be quite comfortable “using” people to help you achieve your goals.** In this process you may view people as stepping stones which is likely to impact on your relationships.
- ❗ **Your task-orientation may come across as an unrealistic expectation when applied to others.** People may struggle to keep up with the pace you set and the extent to which you allow work to dominate your life, and expect the same of others. Your drive may quickly turn into overdrive.
- ❗ **Because of your impatience, you may struggle to really listen to others and create a positive and accepting listening environment.** You are likely to dislike interruption that is not directly related to your goals or projects.
- ❗ **You are likely to lead from goals rather than from vision and strategy.** This can create dependence on your personal involvement in the achievement of your goals.
- ❗ **Because you like to learn and act quickly,** activities that require patience and learning over a longer period of time may be challenging for you.

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).

you are an Enneagram type 3 with a 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.



One-On-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



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.

A deeper understanding of the SP - 3

Capable, hardworking, courageous and focused, you are admired by many as a role model. Single-minded and extremely focused on achieving your goals, you have a strong work ethic and are likely to be efficient and organised with an exceptional talent for finding the best way to get things done quickly and effectively.

You tend to appear calm, secure and in control as you solve problems and get things done, which leads others to seek your advice and, often, ask you to take on more tasks or responsibilities. Inwardly, however, you grapple with the stress and anxiety that it takes to do what you do.

You tend to be independent and self-sufficient, and may work hard to avoid depending on others. Your efforts to do well and appear in control are focused on gaining the security you need, and so you compete against yourself more than you compete against others. By working hard at being a good person and being good at whatever you do, you gain a sense of being valuable, indispensable and secure.

You do not openly seek recognition or boast about your achievements - you prefer to let your work speak for itself, and will tend to be humble, even when you take on a leadership role. You are likely to work longer hours and put in more effort than others on the team.

You want others to admire your hard work and excellence, yet you may hide or deny your desire for approval, even from yourself! You believe that self-advertising is bad and dislike being seen as superficial or image-oriented; you tend to come across as modest and take pride in that modesty.

Ambitious, determined and courageous, you have the ability to overcome adversity. Secure in yourself, you get your security from what you do rather than what you have. Material possessions are the gifts of an abundant life, not a guarantee of security. However, material care of your immediate family is important to you and you will work hard to have enough to support them.

Self-reliant and single-minded, you have the need for control to quell your underlying anxiety. This need for control may combine with anxiety and the need to do more which could create a risk of becoming a workaholic. Your busyness and focus on doing things well and maintaining your good image may cause you to forget your own feelings. You are not likely to show weakness and tend to appear as if you “have it all together.”

Though you work hard to build and maintain relationships, deep connections and intimate relationships may be limited by your challenges in not being in touch with your feelings and real self, losing yourself in work. Others may perceive you as arrogant, despite your best efforts, as you may feel that you have to do everything yourself because you will ‘do it right and in a moral way.

DEVELOPMENT EXERCISE: Balancing and Developing as SP 3



🔄 Your developmental journey starts with slowing down and opening up to more of your world and experiences. Life is more than a to-do list!

🔄 Create structures or opportunities that support you in accessing your feelings and inner experiences and find ways to express your feelings. Pay particular notice to times when you don't allow your deeper emotions and needs into relationships.

🔄 Work on your most significant relationships, making deep connections with people and building trust. Share your weaknesses, vulnerabilities and true feelings with those closest to you – allowing you to find security in relationships for who you are and how you connect, not just for what you do.

🔄 An exciting growth path emerges when you connect with the truth that you don't have to work so hard for everything to work out just as it should. You can be loved and secure, even though you may feel flawed and vulnerable.

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.

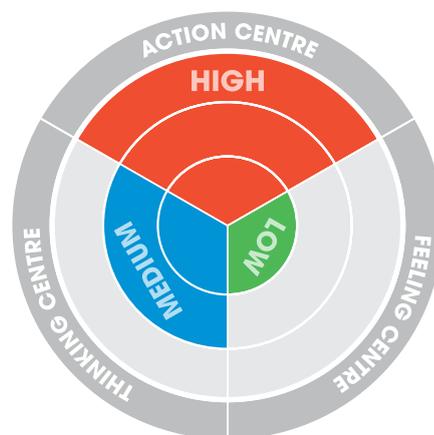


The Dominant Center you express and project into your environment is Action Center
The Weakest Center you express and project into your environment is Feeling Center

The Head-Heart-Hands analogy is another way of thinking about the Centers. We have all three Centers present, but use them differently and in a different order. Your dominant Center of Expression shapes your way of interacting with others and how they experience your energy and your approach to things. Depending on the balance between your internal experiences, intentions and your behaviour, there may or may not be consistency between your internal perception of your centers and what others experience.

It takes mindfulness, presence and using all three Centers in a healthy way, for higher Intelligent 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 **Action Center first, Thinking Center second and Feeling Center last.**



Action Center of Expression: HIGH



- 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 highly expressed, others are likely to experience you as:

- Responding to challenges immediately and engaging directly with the world
- Following your gut response when making decisions or confronted by an issue
- Being highly attuned to immediately turning decisions into practical implementation
- Focusing on your external environment.

At your worst, others may experience you as:

- Struggling to respond appropriately in situations where a more emotional or rational response is required
- Tending to act on impulse without planning ahead or thinking things through
- Not paying attention to the impact of decisions on others or the future or risks involved in a course of action
- Impatient, hyperactive and hasty.

Thinking Center of Expression: MEDIUM



- 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.

Feeling Center of Expression: LOW



- Feeling Energy is WARM.
- It relates to a range of emotions that we express, coupled with our experience and reaction to the world we inhabit.
- It corresponds with the area of your brain known as the limbic system which plays an important role in emotions and motivation.
- Unhealthy expression of this Center is reactive.
- Healthy expression of this Center is receptive and authentic.

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

- Emotionally protected or more difficult to reach at a feeling level
- Unsentimental and less interested in relating or connecting to others for its own sake
- Less authentic and receptive in your expression than you may intend.

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 Action 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 action energy that is grounded and alive vs. action energy that is unfocused and impulsive.
- Tune into your body as a regular practice by noticing and paying attention to the sensations of the body you are experiencing in the moment. You can use deliberate relaxation and breath-based exercises to do so.
- Focus on becoming more awake and attuned to The Centers of expression that are not as dominant, namely Feeling and Thinking. This entails slowing down the pace of processing, decision making and action to allow for reflection and analysis.
- Request feedback from others regarding the impact you are having on processes. For example, check in during a meeting with your colleagues on how they are experiencing your contribution and act on that immediately.
- Practice conscious movement such as yoga, tai chi or aikido to recalibrate the connection you have with your body and with pace.
- Pay attention to the sensations you are experiencing while doing everyday tasks such as chewing food, washing your hands or simply breathing in and out.



As your Feeling 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 connect to your body sensations first. Now focus your attention on your heart space. Notice the sensations you experience. Whatever is there, breathe into it, stay with it and allow the heart connection to strengthen.
- Get in touch with your feelings and share them with others by naming them. If you struggle to name your emotions, practise this making use of an emotion chart if necessary. Notice which emotions you are able to recognise and name easily and which are more difficult.
- Heart work is tender work and requires that you approach it, and yourself, in a gentle and non-judgemental way. The heart is a sacred space and needs to be respected as such. If you feel overwhelmed by your emotions, speak to a practitioner that can support your journey.

Your Center-Specific Styles

Even though your dominant Center of Expression is the Action Center, you also have a specific Triadic Style. There is a particular way in which you engage with your feelings, actions and thoughts, which is flavoured by your Enneagram Profile. You may be most aware of this when you are triggered, confused or when you realise that your instinct says one thing, your head another, and your heart something else.

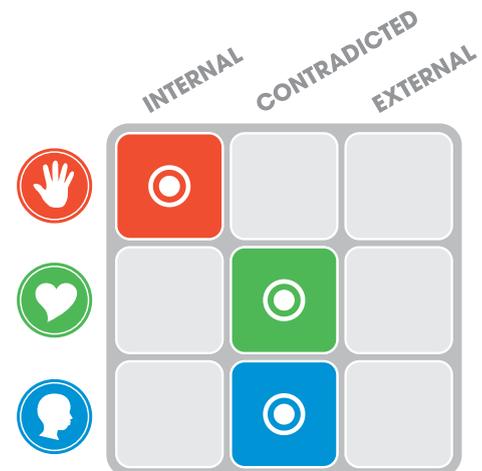
Each of your Centers can be operating in a specific mode: Internalised(Inwards), Contradicted(Locked), Externalised(Outwards). The combination of these three gives your personality a different way of expression to other people. Observing and becoming aware of how your center modes operate can benefit your development and growth.

Your Center-Specific Styles

- Internalised Action Center
- Contradicted Feeling Center
- Contradicted Thinking Center

As a result you are likely to internalise or practice self-control in the face of gut impulses, suppress or mask emotions in order to get the job done and apply your thinking energy to uncertainties, risks and creating stability.

This blend of energies combines traits of being principled, efficient and devoted. It is likely to intensify the value you place on tasks, responsibilities and outcomes. It will also exacerbate your tendency to get caught up in a constant stream of tasks and goals. At your best it will enable you to match structured application and input efforts with results and goal achievement.



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 2

2

HIGH	<ul style="list-style-type: none"> • Enable you to be more attuned and sensitive to the feelings and needs of others as you learn how to “play” without needing to always win • Enhance your ability to be genuinely self-aware and humble • Make it easier for you to give of your time and resources to others or projects that are important to other people but less important to you and your goals
MODERATE	<ul style="list-style-type: none"> • Soften certain aspects of your ego, making it easier for you to act out of generosity rather than mostly acting out of self-interest • Enhance the social aspects of your persona and the extent to which you take on roles to suit your purpose • Potentially lead to you being very aware of being perfect, ideal or good in the way you show up in your different roles in life
LOW	<ul style="list-style-type: none"> • Lead to the potential to be boastful or deceitful as you try to get to the top or outperform others which may seem like hostile self-promotion to others • Lead to the ability to fake emotions when needed, hiding behind a facade as you try to show the emotions you believe others expect of you • Potentially lead to a preoccupation with being attractive and admired due to a preoccupation with self-image

3

4

Integration levels for Wing 4

HIGH	<ul style="list-style-type: none"> • Enable you to focus on the task at hand without losing touch with your ability to be introspective • Soften certain aspects of your ego by deepening your personal presence beyond the material and by increasing your willingness to show vulnerability • Add motivation and a willingness to work on and develop yourself
MODERATE	<ul style="list-style-type: none"> • Enable you to be more aware of your own feelings, even when these feelings are not necessarily positive • Increase your willingness to engage in conversations with other people that are more emotive, creative or sensitive in nature • Make artistic expression more possible and likely
LOW	<ul style="list-style-type: none"> • Add a certain amount of self-torment and drama or to your expression of yourself in relation to others • Lead to a tendency to constantly remind others of your accomplishments • Potentially lead to a moodiness that is mostly expressed in private while maintaining a more unemotional expression in public

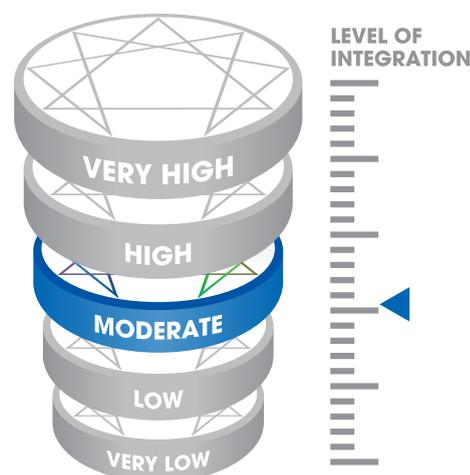
Self-Awareness and Integration

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.



you are an Ennea 3 who operates at a MODERATE level of Enneagram awareness and mastery.

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

★ **Even though you are starting to connect more** frequently to your inner experiences and the limitations of your worldview, you may still 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 however still need to be more** reminded of the need for development when you are under strain, falling into a more competitive and opportunistic approach when things are going well.

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

★ **You are likely to feel that time spent on your** emotions are a waste of time. You want to get on with things, and will therefore prefer to submerge, hide or ignore your own feelings as well as those of others. This lack of empathy and emotional congruence may be challenging to people who are close to you.

★ **Even though you may be less fearful about being** useless than at a low level of integration, you are still very concerned about mistakes and failure. This will drive you to not only prove your competence to others, but can also make you very competitive and obsessed with moving forward and up in life. This moves competitiveness from the realm of an interest in self-improvement, to competing for self-advancement.

★ **As you search for the best way to present** yourself, the image that supports your goals and the approach that will enable you to influence and win people over, you are likely to develop a smooth way of presenting yourself that suits your environment. As you develop the package you present to the world, you run the risk of believing your own PR about yourself. This may lead people to experience you as lacking in authenticity, as the image may just seem too good to be true. You may lose your ability to be truly connected to what you feel and think about things, who you really are, when there is no one around you to impress.

★ **As an extreme 'A-Type' personality, you may push** yourself beyond what is healthy and productive. The desire to succeed may push you to be a workaholic. There are certain health and relationship risks that come with this territory.

★ **You are likely to be very driven and work-oriented** as you apply yourself to stand out in the crowd and be recognised as effective and successful. Gaining the respect of others is therefore very important to you.

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

DEVELOPMENT EXERCISE: Key challenges towards self-mastery and integration



🔄 **Put real effort into broadening your** definition of success. What are your goals beyond work and material possessions? What interests, emotions, health, wellness and spiritual goals are important to you?

🔄 **Balance the promotion of your own** ambitions and goals with the effort you put into collective team goals and supporting the realisation of other people's goals for themselves.

🔄 **Build a picture of positive image that** includes being authentic and honest in the 'package' you present to the world.

🔄 **Spend time on connecting, expressing and** understanding your emotional landscape. As the Ennea 3 is the contradicted centre of feelings, the ability to connect with, allow and express emotions in an honest and authentic way is key to your personal growth. Try to understand your anxiety and fear of failure. What lies behind these emotions? How can you express and talk about this in an authentic way with others?

🔄 **You can also work at integration through the** expansion of your wings. Through Ennea 3 wing 2, you connect to compassion for others and the ideals of standing in service to people. Through Ennea 3 wing 4, you tap into your ability to express yourself in a creative and vulnerable way. This enables you to connect to your emotional landscape rather than running away from it or pretending that you feel differently to how you do feel.

🔄 **Another strategy for growth is through the** connecting lines on the Enneagram. Ennea 3 links to Ennea 6 which urges you to push yourself to be honest with yourself and honest about the circumstances you find yourself in. Ennea 3 links to Ennea 9 which urges you to be humble and grow your capacity to listen to others in an open and agenda-free way.

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.

your perceived level of 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.





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.

🔄 Guard against minimising impact Don't get too used to where you are at if it isn't working for you. If you rationalise the strain over time, it may impact on your health, wellbeing and relationships in a more radical way in future as the impact on your body and relationships accumulate.

🔄 Expand your coping repertoire You may also want to consider the balance and mix of the coping mechanisms you are drawing on. If all your coping mechanisms are social, or all of them are cognitively driven, you may want to expand your repertoire to include physical exercise. Consider your Center of Intelligence to help you consider alternatives and greater balance and variety possibilities.

🔄 Zoom in on areas without strain Consider the areas of your life where you are experiencing significantly less strain. How much time are you investing in these areas of your life? What is enabling a more relaxed state here? Once you are aware of areas that are healthy, you can either choose to draw on this more, or apply the things that are working on other aspects of your life.

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.

your perceived level of Environmental strain is LOW.

- You feel connected and quite positive about your environment and community despite your collective challenges
- You feel safe in your neighbourhood and home
- You are satisfied with how much time you spend outdoors or in your broader community
- Experience your home environment as comfortable and conducive to getting things done
- You are not distracted from your core focus by environmental and service delivery issues in your community



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.

your perceived level of 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.

your perceived level of 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.

your perceived level of 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.

your perceived level of 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.

your perceived level of Happiness strain 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

Release Point: Collaboration, Risk Awareness, Honest

as an Ennea 3, the Competitive Achiever, your point of release is likely to be at Ennea 6 which is the Loyal Sceptic. Giving yourself the leeway to verbalise doubts and reservations may do the opposite of what you may intuitively fear. Whereas your instincts may tell you that success is attained through certainty and by masking doubts, the exact opposite may be true. It is therefore important that you push yourself towards honesty as you strive for a release of strain.

As an Ennea 3, you may therefore find yourself becoming more tentative and cautious when you are in a secure and relaxed space. It is important to note that relaxation is not a default position for the Ennea 3, as your preference lies in the direction of working harder, spending more time on tasks to ensure success or by adding an additional responsibility. There is therefore an innate move towards more stress and strain.

As the Ennea 3 is at the Confused Feeling Center, there is real release potential in being able to connect to the real feelings that enable empathy and loyalty. These feelings may however also create insecurity and may increase psychological strain as you connect to the fear of being “unmasked” or being vulnerable. You may find yourself suspicious of your own needs as you connect to your feelings on a deeper level.

9

Stretch Point: Inclusion, Relax, Diplomacy

as an Ennea 3, the Competitive Achiever, your point of stress is likely to be at Ennea 9 which is the Adaptive Peacemaker. As an Ennea 3, you are likely to experience any threat to your ability to achieve your goals and be successful as very intense and personal. You may therefore be particularly sensitive to Vocational Strain.

At the Ennea 9 point, you may find yourself trying to soothe yourself by indulging in repetitive and non-essential activities to avoid getting caught up in anxieties that relate to potential failures or conflicts. This is however likely to lead to even higher levels of strain.

As an Ennea 3 you are likely to be most acutely aware of strain when you are not distracted by busyness and activities. This is most likely to be early in the morning or late at night. At your lowest point you may find yourself defensively giving outcome and consequence up to circumstances beyond your control, believing that there was nothing more you could do and that you are not to blame.

When you are under a lot of strain, it may force you to move in the direction you like least, which is towards letting go and trusting others to take care of things. This may lead to an intensification of psychological and interpersonal strain. Through crisis and failure, you may be forced to face your belief that only winners deserve to be loved. Being humbled by failure, a deeply stressful experience for the Ennea 3, may therefore hold great yet confusing possibility towards growth, integration and the long term relief of strain as a heart connection enables you to connect to the loyalty and empathy of the Ennea 6 point.

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

your communication style is likely to be clear, impatient and oriented towards action

You should be able to think on your feet, but may find yourself dodging or avoiding questions or topics when you have limited knowledge or information or if the conversation or question may reflect badly on you

Efficiency is a core concern in communication for you as you view it as a means to an end, making you impatient and to-the-point when sharing your ideas and thoughts; expedient style

When doing presentations, you will pay attention to the impression that you make and are likely to come across as professional, well-conceived and polished, even when speaking off-the-cuff or at short notice as you are likely to be adept at reading your audience

When communicating your ideas and thoughts, you need to guard against coming across as self-promoting as you may focus on your own actions and achievements more than on that of the team or of others

You will generally steer clear of emotional communication, focusing instead on what can be done and how to do it

In conversations, you may end up doing most of the talking and losing interest once you've said what you wanted to

When sharing information about yourself, you will emphasise your achievements, outcomes and results more than feelings or opening up about the full story which may lead people to feel that they don't really know you well

When problems or challenges arise, you want to shift the conversation towards solutions and action rather than dwelling on the problem by getting stuck in analysis or feelings

When people are blocking the achievement of your goals or not giving you credit for what you've done, you may express anger by asking attacking questions or pointing out oversights or problems

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: Recognise how efficient, accomplished and successful I am

The Language of the Ennea 3

- Highly results- and action-oriented language
- Functional and practical
- Competitive, emphasising “I” when talking about accomplishments
- Strong verbs conveying energy and drive
- Persuasive and motivational
- Promote and present accomplishments, may seem like propaganda or boasting
- Concrete examples
- Assertive
- Solutions
- Can do!

Listening

- Impatient with lengthy, theoretical and philosophical discussions, may rush or dismiss others through verbal cues or body language
- Able to listen for short periods of time, emphasising content over feeling or process
- When you perceive that people are able to contribute to a project and getting things done, you are likely to show more interest than if you are not clear on their value-add to success
- May only be interested in communicating what you need to say, paying limited attention to the contributions of others
- As you exude both confidence and impatience, others may find it difficult to talk to you, limiting what they share with you to what is functional and task-oriented
- May be perceived as emotionally distant or abrupt, especially due to the way in which you end conversations quickly once everything that is functionally important has been said
- Others may wonder about the sincerity of your interest when you pay attention to them

Body Language

- High energy
- Exude confidence and poise
- Will show impatience and let people know when they are talking too much
- Straight back and shoulders
- May at times seem insincere or "staged" for effect
- Make eye contact to measure whether delivery of message is having the desired effect on others
- Adjust and adapt style to suit the audience and maximise impact

Action Centered Communication

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

- Be concise and to the point when sharing your ideas and thoughts
- Summarise effectively
- Focus communication on implication, implementation and action plans
- Assertively state your opinions and thoughts on matters
- Enable you to respond immediately to others while also emphasising issues of practicality

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

- Impatience may negatively impact on your ability to create a positive listening environment and listen to others
- Reactive, impulsive and defensive behaviour
- Language may be domineering, confrontational and strong, impacting on people’s ability to hear you
- Information not being communicated in sufficient detail, not talking enough before moving into action mode
- Unwillingness to talk about things when there are things that need to be done

Instinct Style Communication

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

- Consider that even though everyone may not be as driven as you are, this does not mean that they don't value achievement.
- Feedback becomes much more useful when you create room for discussions about feelings rather than just focusing on task issues.
- Being gentle and patient during the feedback process allows feedback to become more meaningful. It is therefore very important for you to consider what the other person is experiencing, adapting your approach based on this.
- "Extreme efficiency", while useful in creating business success, may not be helpful when engaging in a feedback conversation.

Use your strength

- Use your efficiency to select the most pertinent and convincing examples that support your feedback to the person
- Be clear about behaviour and its impact on you or others when giving feedback

Be careful not to

- Deliver the feedback in such a direct and abrupt way that the other person feels "steam rolled".
- Don't avoid giving negative feedback in an effort to elude having to confront negative emotions of the person you are giving feedback to.
- Over-preparation may lead you to support feedback with an overwhelming number of examples that leave others feeling incompetent.
- If you give feedback from a position of extreme certainty and self-assurance, this may make it very difficult for the person to voice their point of view and emotions.
- Don't end the conversation abruptly just because you have said what needed saying. This may lead to the other person feeling dismissed and unheard.
- Even though you may take work so seriously as to come across as a workaholic, it may not be fair to hold others accountable to your pace.
- Do not over-identify a person with their actions. The person you are giving feedback to is much more than the sum of their actions.
- Feedback is not a competition in which someone has to be proven wrong or right. Guard against allowing your competitive behaviour showing up in the form of argumentative dialogue in the feedback process.
- Don't value outcomes more than the process, as both are important when giving feedback.

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:

- Intensely dislike and react to negative feedback that shows you up in some way
- View attack as a solid form of defence when you are receiving negative feedback. You may be quite adept at dodging bullets by firing at others instead.
- See feedback as an interruption that is to be avoided as far as possible and may position the person giving feedback to you as an opponent to win out over.
- Adapt as often as is required to avoid having to receive negative feedback, changing behaviour and track in an almost chameleon-like fashion.
- Be taken aback by feedback at times, as you may be least self-aware during times when you feel most productive.

At a moderate level of integration you are likely to:

- Pay selective attention to positive feedback while being intolerant of criticism from others directed at you.
- Dislike being forced into a reflective space through feedback as it may feel like it is blocking action and breaking your momentum.
- Lack patience in the listening role, urging others to get on with it so that you can get back to business
- Struggle to discuss emotions about issues, feeling much more comfortable when the discussion is at the level of the task.
- Take feedback much more seriously if it comes from someone you see as successful or hold in high esteem.

At a high level of integration you are likely to:

- Be able to manage your concerns that people are unable to hold you in high regard because of having to give you negative feedback.
- Comfortably discuss how you feel about issues rather than just focusing in on task aspects of the feedback conversation.
- Be able to acknowledge your mistakes and failures to others, without feeling the need to divert attention away from these mistakes or cover your tracks.
- Project patience in the feedback conversation, remaining open and receptive to allow insights that come later in the process to also emerge.

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

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

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

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 3 Response to Conflict

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

- If you are no longer able to avoid the issue by throwing yourself into your work, you prefer to address issues in a detached, efficient and solution-oriented manner
- Strong defensive and aggressive behaviour will surface if you feel cornered or shown up
- Deflection of attention by attacking others
- Highly competitive behaviour as you try to "win" the argument

Your preferred conflict processing strategy is objective.

What triggers you

as an Ennea 3, the following style-specific triggers may apply to you:

- Being set up for failure or disappointment by others
- Having to take the fall for the mistakes and poor work quality of others
- Not looking good professionally
- Embarrassing situations
- Losing an argument, especially in public
- Unprofessional conduct of others, especially if it reflects badly on you or your team
- Discussions that drag on, seem aimless and don't lead to clear decisions, outcomes or action steps
- Not receiving credit for work, effort and outputs

What you do when triggered

- Try to put your feelings and emotions about the issue on the back burner, focusing on being logical and objective as far as possible
- Throw yourself into work issues rather than taking time for emotional and potentially uncomfortable discussions
- Unlikely to show or say that you are upset
- May come across as impatient and abrupt as the conversation progresses or if issue not resolved
- When extreme pressure has built up over time, you may make sudden negative comments
- You may find yourself bending the structures, systems and formal rules to achieve your goals and needs
- If you feel blamed or dragged into arguments or discussions, you are likely to come across as more defensive and aggressive

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:

- When inviting conversations on conflict issues, it is very important that these conversations take place in private and not in front of others or in a group setting
- Choose timing carefully - not just before an important deadline or meeting
- The other person may need to raise the issue with you as you may be less likely to do so from your side
- Give you space and time to reflect if you are not yet ready to discuss the issue
- Focus the conversation on finding solutions rather than dwelling on the problems too much as you are more likely to remain engaged when you feel the conversation is moving forward
- You are likely to be much more receptive when issues are not discussed in an emotional way or requires you to reflect on deeper feelings and team dynamics
- As far as possible, others should not try to infer motivations or take a blaming stance as this is likely to lead to defensive behaviour

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:

- Be aware of an instinctive response pushing you to rather not discuss issues - making time to discuss it upfront may save you time in the long run
- Tune into emotions and frustrations to understand what is causing them rather than pushing them away. This is especially important when you become aware of feelings of anger or disappointment, or even when you feel uncomfortable or mildly upset but can't seem to figure out why
- Make clear requests about time and place when others want to discuss things, to ensure that you feel comfortable and safe in the discussion
- When the conversation becomes heated, remember that conflict is not necessarily resolved by winning arguments. Keeping a win-win frame of reference to measure the outcome against, may help you to keep your more competitive tendencies in check
- Ask yourself why appearing successful is that important to you, exploring alternative behaviour that may be available to you if this were less important
- Investing in physical activity, especially a sport that is non-competitive and allows you to reflect while engaged (running, yoga, rowing) may be particularly useful in this regard

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.

Action Centered Decisions



your dominant Center of Expression is Action Centered, and is likely to impact on your decision making in the following ways:

- Quick and immediate interpretation of information
- Able to make effective decisions under time pressure and in crisis situations
- Preference for acting to planning
- Willingness to swiftly adapt decisions to changing circumstances
- Willingness to take risks

Your Action Center is likely to lead you to emphasise the Commitment Phase of decision making as you are likely to move through the first two phases quickly, make gut decisions and want to act on these immediately as far as possible

The drawbacks of this approach to decision making include:

- Reactive and impulsive decisions
- Not sufficiently aware of and considerate of impact of decisions on others
- Quick decision making style limits collaboration and input from others
- Hasty, impatient and high risk decisions can have problematic long term consequences
- Instinctive responses may be difficult to explain and justify to others

Impact of your Ennea 3 style when you make decisions:

- ➔ **You are likely to rely quite heavily on your** ability to make quick yet rational decisions that are context sensitive
- ➔ **When drawing on your Feeling Center, you are** likely to primarily do so to assess how others may react to your decision, rather than tuning into your own emotions
- ➔ **Taking time to consult and engage key** stakeholders in decisions may not be a likely strategy for you to follow when faced with ambiguous and tough decisions, but can be quite helpful
- ➔ **When making decisions you will balance the** need to make the decision with an awareness and emphasis on the need to also ensure effective implementation of the decision and ensuring the decision is communicated to others effectively (doing the PR for the decision)
- ➔ **Even though you are likely to relish** opportunities to execute authority by making decisions, decisions that involve high levels of uncertainty, likely risk of failure and that will affect people at a deep emotional level may be difficult to make and can lead you to go from being highly decisive to being frozen in indecision
- ➔ **In being aware if implementation issues, you are** likely to weight decisions towards those that offer the best chances for successful execution
- ➔ **You may struggle to share your anxieties about** the decisions you face with others
- ➔ **As you move through analysis to action quickly,** you may need to learn how to purposefully delay decisions to allow time for reflection and to consider the implications of information at a deeper level
- ➔ **In planning implementation, you need to guard** against project plans that are unrealistic and only considers best case scenarios where everything goes according to plan
- ➔ **You are likely to be impatient with delays to** implementation

Impact of your Ennea 3 style when others make decisions that affect you:

- ➔ **When decisions are made that don't threaten** your status in the team, you are likely to quickly move to implementation, emphasising results and action regardless of how others may feel about the decision
- ➔ **When consulted about decisions, you are likely** to prefer to not talk about your personal emotions and anxieties in relation to the decision at hand, but may be quite adept at poking holes in the decisions of others
- ➔ **When decisions are made that threaten your** status in the team in some way, you may choose to either use your persuasive influence to change the decision or may decide to ignore the decision, focusing on other work to ensure that you don't have the time to get around to this decision
- ➔ **When openly challenging decisions, you are likely** to make sure that you pick fights you can win, and to then not give up until you've won them
- ➔ **When these strategies don't pay off, you may find** yourself rushing implementation to get it over and done with, potentially cutting corners in the process
- ➔ **You are likely to quickly become impatient with** group decision making processes and collaboration if they don't yield quick decisions and action

Moderate Strain

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



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.



your main type as an Ennea 3, will focus your management efforts on efficiency, results and competitive advantage. It is likely to impact on your management style and ability to achieve results through others in the following manner:

Goal Setting

Being very goal-directed and focused, you are likely to set specific task-related goals that ensure that you remain efficient and are able to compete in the marketplace. Your goals may however overlook people elements and softer issues. As you gain experience in a management role, you are likely to develop progressively more sophisticated and extensive goals. Your goals are likely to be very practical and clearly aimed at results.

Planning

Your preference for quick action predisposes you to not spend excessive amounts of time in planning. Your plans are likely to emphasise the quickest, easiest, most efficient way of reaching your goals while also being focused at the level of tactical planning, resource allocation and action steps. This should make your plans concrete, making them easier to implement than highly abstract and process oriented plans may be.

Task Completion

You are likely to be quite demanding of yourself and others. When working towards your goals you are likely to show flexibility, adapting as the environment and demands change. Getting there is more important than how you get there. You should be quick off the mark on projects while also moving swiftly to the next priority once the goal has been achieved. You may cut corners to achieve your goals. You may take setbacks quite hard, as you are likely to identify very strongly with what you do.

Delegation

When delegating tasks, you may come across as impatient both when instructing others and in the time allocated for tasks. You may be reluctant to delegate if people have not proven themselves yet or if they have let you down in the past, making you look bad. Your delegation style may therefore emphasise the clear communication of expectations, but may not leave a lot of room for questions, discussion and the expression of concerns about the task. You should be able to clearly communicate goals and plans, and may insist that people do things your way. Your demanding nature may however create the risk that you may push others too hard, which may lead to burnout as well as resentment.

Performance Management

You are likely to dislike long, drawn-out performance discussions. When managing performance, you are likely to move quickly through evaluation and can leave others reeling. As you find goal setting easy, evaluating whether people have met your expectations may be quite easy. You are likely to be comfortable being tough when allocating performance ratings. You may however not leave sufficient room for people to discuss performance issues with you, which can leave them feeling dissatisfied with the overall performance management process. You are likely to be quite dismissive when people disagree with performance ratings. Formal performance management may be a task where you do what you have to so you can 'tick the box' and move on to more important things. You are therefore less likely to use performance management sessions as opportunities for coaching.

Motivation

You are likely to project quite a driven and focused energy in a team setting. This may naturally lift the game of the rest of the team as they try to match your pace and outputs or keep up with the expectations you set. When attempting to motivate others you may find yourself adapting your message and style to the person you are speaking to as you try to create a favourable impression. From a motivational perspective, you are much more likely to pay attention to public relations and marketing of ideas than motivation of individuals. Your competitive style may be naturally motivating to other competitive individuals, but may be demotivating to individuals in need of more individual attention, support and empathy. You will however project a 'Can do!' attitude that is quite persuasive and energising.

DEVELOPMENT EXERCISE: Top priorities in managing teams for results



☞ Balance people and task issues rather than over-emphasising tasks and results at the cost of staff satisfaction and motivation

☞ Make time for your people

☞ Take care not to drive people to the point of burnout and resentment

☞ Approach performance management conversations with patience and as an opportunity to coach and develop staff members

☞ Slow down the pace at which you set goals, plan and act.

☞ Allow for proper closure, debriefing, monitoring and evaluation of tasks after completion

☞ Manage your work/life balance and take care not to push yourself to the point of burnout

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. Dallas, as an Ennea 3, your strategic leadership is likely to be influenced by your core drivers and motivations in the following ways:



Visioning

As you tend to lead from goals, taking a tactical rather than a strategic view, you may overlook the need to set a clear, inspiring future-oriented vision for the team or business. When setting a vision, you need to take care to do so with sincerity for the sake of the team – a vision is much more than just a statement that is there for PR purposes.

A goal-driven approach to work limits your outputs and achievements to the goals you have set. This makes it difficult for team members to reformulate their actions as the environment changes and can create dependence on you.

You may need to also consider the content of your vision for the team. Is it formulated towards an inspiring potential or is it competitive or efficiency driven, focused on beating the competition, being the best, and working smartly. As important as efficiency and being competitive in the marketplace are, these may fail to inspire a long-term sense of purpose for the rest of your team.

Strategic Thinking

Your focus is more on tactical than strategic thinking. You may have limited patience for the more abstract and emergent streams of strategic thinking, preferring a more practical, output-oriented and linear strategy process.

At the tactical level the focus is more on medium term action steps than long term strategies. This may include roadmaps, action plans and project strategies. Even though you are quick to understand the business and environment, you may need more time to understand the macro-environmental context and organisation than you think you need. Make time to understand and reflect on strategic challenges rather than getting stuck in operational and tactical issues day in and day out.

Your strategic thinking is likely to be oriented not only toward the achievement of organisational or team success, but also towards ensuring personal success. You are therefore likely to not only set clear goals for the team, but to also have clear goals and ambitions for yourself and your career.

Alignment

If the business has a clear strategy you will focus your efforts on breaking these strategies into tactical, practical action steps. This should allow you to adjust and align your goals with the strategy in an efficient manner.

As you are likely to be more transaction than relational in focus, you may however struggle to align people who are resistant to the strategy. If you create too much of a competitive climate, this may also thwart your efforts to streamline and align across business units or teams. You may assume things are aligned because you have adapted, while in actual fact people, teams or business units are still lagging or resisting the goal and strategy.

Change Management

Your focused and results-oriented style may make you quite adept as a change agent in your business. As you are not afraid to make tough decisions while also being sensitive to how people react to messages, your adaptive and persuasive style are likely to support your attempts at conveying messages about change and getting buy-in from stakeholders.

Your tactical approach should enable you to map change efforts and develop project plans and goals to support the implementation of change. You may however be quite sensitive and easily frustrated when people don't stick to the agreement or when encountering delays and problems while implementing the change. You are unlikely to plan to encounter obstacles.

When change implementation goes off track, you are likely to project frustration, anger and impatience. This may lead you to push the change too hard, insisting that others stick to your plan and commitments. At key points where failure feels imminent, you may unexpectedly feel the urge to wash your hands of the situation and withdraw as you encounter despair and apathy. Reaching out to trusted colleagues during times of distress may be helpful when trying to keep feelings of apathy at bay.

When change initiatives have been completed, you may be tempted to take the glory for yourself. It may be important to be mindful of ways in which to share the success and acclaim while also creating opportunities to celebrate the success with the rest of the team.

DEVELOPMENT EXERCISE: What to focus on as a strategic leader



🔄 **Pay more attention to developing a common, shared vision, mission and strategy for the team**

🔄 **Draw the distinction between tactical and strategic activities**

🔄 **Push yourself to consider long term frameworks, beyond the scope of roadmaps, project plans and action steps**

🔄 **Explore emergent strategy processes with an open mind**

🔄 **Guard against assuming people are aligned and have adjusted to changes when they have not yet**

🔄 **Don't believe your own PR**

🔄 **Be sincere when consulting others**

🔄 **Move from transactional to transformational engagement strategies when consulting your stakeholders**

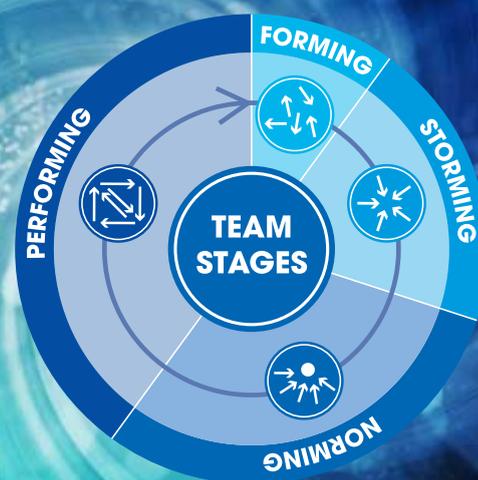
🔄 **Include time in your planning for things to go wrong or work at developing best and worst case scenarios when implementing change to create realistic time expectations**

🔄 **Work on self-awareness when the pressure is on and there is a likelihood of failure emerging**

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 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.



Your Impact on Team

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 3, you prefer goals that are:

- Specific
- Measurable
- Achievable
- Results-Oriented
- Time-Bound
- Clearly linked to individual and organisational performance and success
- More task than people oriented, unless the people goals can be defined in ways that are not vague or ambiguous

Interdependence and Team Role

in a team setting you feel more comfortable when the level of interdependence is clearly defined, appropriate to the task and focused. As long as the interdependencies between team members are clear and the individuals in question are competent, you should be fine. At the same time you dislike emotional interdependency in the work environment, preferring to keep it to task issues. From a task perspective, you are likely to play the role of keeping people focused by continuously defining, tracking and actioning tasks. You want to ensure progress and success and should be willing to do what it takes to ensure this. You therefore want to keep processes moving forward in an efficient manner. Relationship issues in the team environment may feel more sticky and uncertain. You are however likely to provide inputs and comments on relationship issues that facilitate movement in discussions and keeps the ball rolling. However, spending too much time in this territory may leave you feeling impatient and frustrated.

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:



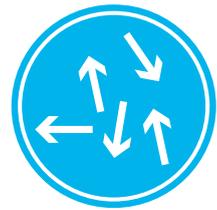
Although not all teams reach the performing stage, high performance teams are interdependent units with a shared sense of purpose. These teams are often self-directed, requiring little external supervision as team members hold each other mutually accountable. Dissent and transparency enable the team 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 Ennea Type and Team Stages

FORMING

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

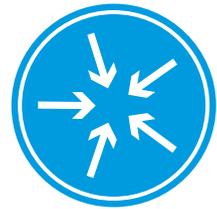
- Assertive
- Clearly focused on the need to define goals and tasks so as to set a structure in place within which performance is enabled
- Wanting some approval or affirmation from the group, being willing to do something to gain this
- Impatient to move the process forward towards constructive action
- Adapting to present yourself in a way that enables positive positioning within the team



STORMING

As an Ennea 3, during the storming phase of team development you may display the following behaviours:

- Impatience with conflict and people issues, as you may see exploration of these issues as a waste of time and effort that is better spent on task issues
- Quick to close issues and move on to the next item on the agenda
- Keen to eliminate confusion that may be derailing efforts, taking charge and providing direction
- Disengaged or disinterested in team and people processes
- Disliking emotional expression in the team



NORMING

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

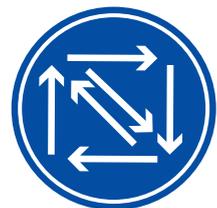
- Enjoy the opportunity to focus the attention of the team on the goal and task at hand
- Establish basic agreement on processes and standards that ensure effective task completion
- Focus more on task efficiency than on team values
- Tend to throw your weight behind team decisions as long as it supports performance in a positive way



PERFORMING

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

- Enjoy opportunities to get things done and see tangible results from effort put in by the team
- Take on a role of motivating and encouraging team members to perform
- Make the most of opportunities to showcase results and outputs to others
- Potentially over-emphasise task responsibilities to the extent that you may neglect making time to connect to other team members and build relationships, forgetting to relax and have fun with the team after a job well done



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.



as an Ennea 3, you are likely to prefer a coaching contract with clear, concrete goals that lead to implementable actions. Within the coaching environment you are likely to display some of the following behaviours, thoughts and emotions:

🗨 In the coaching setting you may need to guard against rushing from goals to planning too quickly. Remember that once an issue has been identified, there may be a need to explore and submerge yourself in the issue fully before simply moving to the next step around actions and solutions.

🗨 When discussing matters with your coach and an alternative perspective is offered, remember that it is just that: an alternative point of view. You may feel tempted to try to "win over" the coach to your perspective or to simply try to "win" the argument. Guard against being drawn into competitive or mirroring behaviour with your coach as a way of avoiding facing yourself fully and honestly.

🗨 You may find that the potential value of coaching increases as you are able to establish a connection built on mutual respect with your coach. This connection may enable you to not only benefit at a task and performance level, but can also hold relational value if you choose to use the coaching opportunity to express your emotions and talk about your challenges, something that you may not often do in other relationships.

🗨 As you are driven and value efficiency you may find that slowing down and taking time to reflect on your deeper feelings about matters are quite challenging. In the coaching process this may play out as an impatience to go out and do something once a potential solution has been reached or action step has been identified. When you become aware of wanting to end the coaching session prematurely to action something, use this as an opportunity to deliberately reflect and slow down.

🗨 You may find that you are selective in what you disclose in the coaching environment, preferring to avoid or skirt around issues that may reflect negatively on your competence or the image you are trying to project in the world. Remember that real opportunities for growth and development open up when you are willing to own and explore your mistakes in an honest way. Become aware of the issues that you avoid, smooth over or don't feel receptive to exploring in the coaching session.

🗨 In the coaching process your natural instinct may be to frame your coaching goals in terms of work, success and achievement. Opportunities to become more successful and effective may therefore appeal to you, allowing you to look forward to coaching sessions.