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iEQ9 INDIVIDUAL
Professional Report

integrative9
ENNEAGRAM
SOLUTIONS

Quick reference to all 9 Enneagram styles

1

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

2

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

3

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

4

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

5

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 At lower integration, Fives may be withdrawn, antagonistic and aggressively defend their isolation.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

6

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

7

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

8

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

9

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

What is the Enneagram?

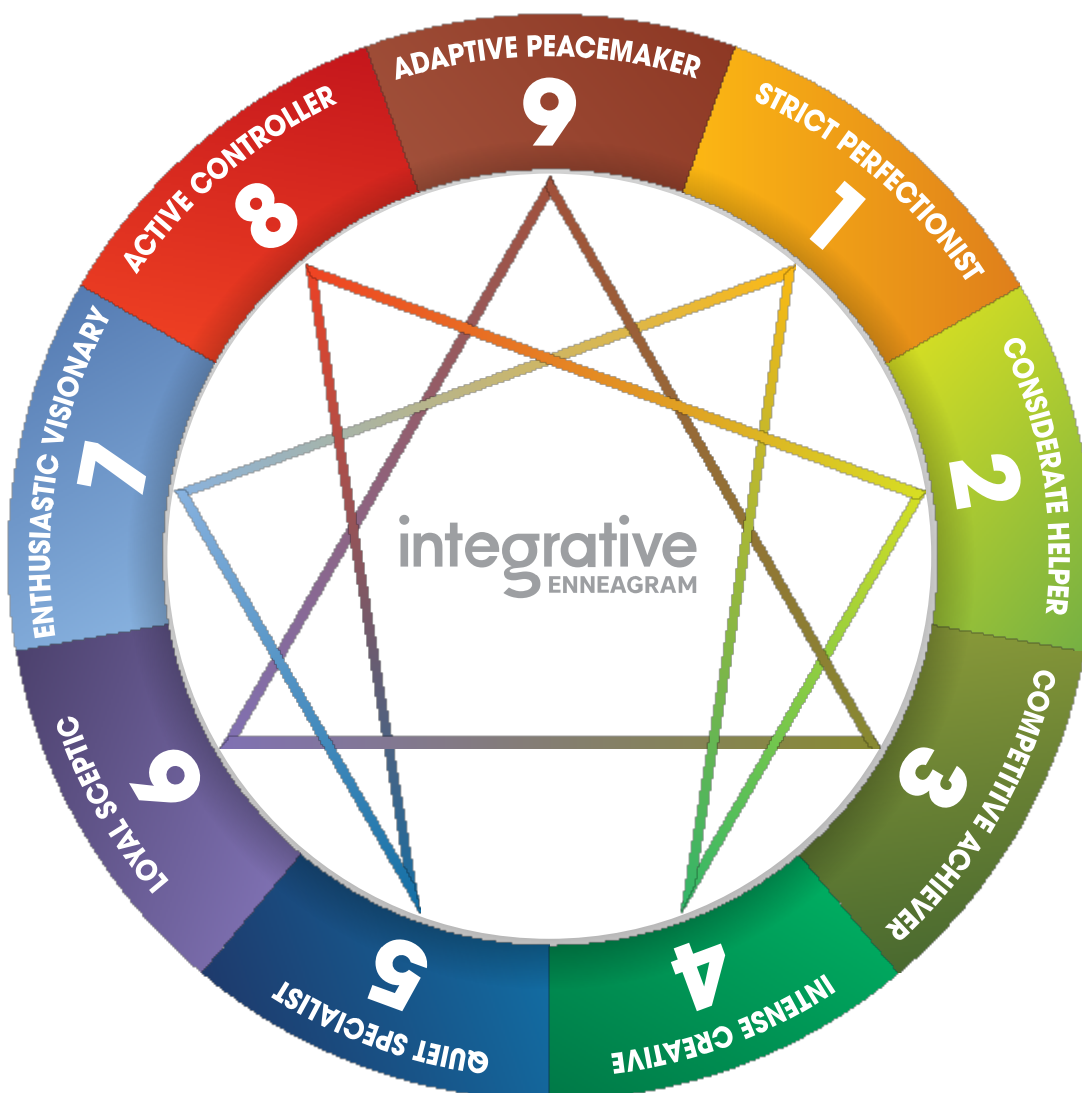
The word Enneagram comes from the Greek words ennea (nine) and gram (what is written or drawn). It refers to the nine different Enneagram styles, identified as numbers 1-9.

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

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

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

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





Introduction

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

The Enneagram and Self-Awareness

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

Using the Enneagram to Develop Yourself

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

Keys to unlocking the potential of this report:

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

What you will find in the report

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

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

Also look out for:

DEVELOPMENT EXERCISE BOX



Highlight box with points specific to you.

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.



2

**CONSIDERATE
HELPER**

Alex, you resonate with the **Enneagram type 2** which is also known as the **Considerate Helper**

Warm: Your demonstrative and warm nature makes it easy for others to connect with and like you.

Giving: You are caring, anticipate the needs of others and generously give of yourself to others.

People-Centred: With a focus on relationships, you excel in roles where engaging clients and people matter.

Sacrificing: You put your own needs and feelings on the back-burner in order to support others.

Praising: You are good at paying compliments and can make people feel special, boosting their confidence.

Motivation

This style stems from the **motivational need to be liked and appreciated**. As an Ennea 2 you value relationships and as a result kindness, generosity and self-sacrifice are important to you. You strive to make the world a more loving place, and offer support and attention to those you care about.

At your best you are able to practise self-care while attending to others. You offer the gift of **love** to yourself and the world around you. At your worst your tendency to give in order to get may lead others to experience you as flattering and manipulative. This stems from a deeper belief that you do not deserve to be loved.

Typical Feeling Patterns:

- As an Ennea 2, your empathy is likely to be well-developed. Being helpful is very important to you and others are likely to experience you as considerate, consistently warm-hearted and friendly.
- Your feeling and emotional focus is predominantly projected outwards towards others. This makes you sensitive to the needs of others. However, you can neglect your own feelings and needs or feel guilty having them.
- Although you are generally friendly and warm, you can surprise people with your anger when you feel that people are taking advantage of you or they are insufficiently appreciative of what you do for them.
- You want to take care of and support those you see are being treated unfairly and can be assertive in doing so, especially those you love and are very close to.
- You may experience emotional pain if ignored or brushed aside.

Typical Action Patterns:

- You value people and put effort and energy into developing relationships with others. This enables you to establish a number of deep friendships and connections.
- You draw people to you through the expression of your generosity. You quickly respond when someone is in need of a favour or a helping hand. You find it easy to give advice and do so freely.
- People around you are likely to receive lots of compliments, praise and positive feedback, as you want them to feel special, motivated and well treated.
- You enjoy expressing your appreciation of others in your own way, and may develop your habits and routines around making others feel good. You are quick to act to prevent someone attempting to harm another person.

Typical Thinking Patterns:

- Thoughtful and considerate, you are likely to spend a lot of mental energy thinking about the people in your life. This may include their needs; needs they are not even consciously aware of themselves.
- Your thoughts are therefore likely to be filled with other people and their needs, futures, desires etc. Your thoughts rarely centre on your own needs, future and desires, even when others ask about them.
- You enjoy being indispensable and important to people or groups. This sense of being needed is central to your sense of pride and self-worth, and this dependency may impact on interpersonal dynamics in relationships.
- Being attuned to and aware of the social needs of people around you, may lead to you needlessly worrying about the people in question and their significant relationships.

Blind Spots

- Over-focussing on others may lead to you not being consistently tuned into your own needs, and you may have a blind spot for your own authentic desires. Beginning to recognise this, is the first step to more balanced relationships.
- You may not be aware of the subconscious or hidden intention behind your generosity, caring and supportive activities. Being helpful may mask deeper motivations.
- Although your intentions may be good, you may overlook the ways in which you disempower or offend others with unsolicited advice and help.
- Your attention may become confused when you try to be helpful to more than one person with different needs. You may pay attention to people and then disengage quite quickly once you lose interest in them.

Worldview

People depend on you for help. You have worth because you are liked and needed

Focus of Attention

You focus your attention on the needs of others and providing help and support in a dependable way based on these needs

Core Fear

Being unwanted, unloved, rejected and abandoned; being seen as worthless and undeserving

Self-Talk

I must be helpful

Gifts

Compassion, Love, Humility

Vices

Pride expressed through an inflated self-importance in service to others; using Seduction and subtle Manipulation

DEVELOPMENT EXERCISE



↻ Much of your self-worth depends on whether others like or appreciate you. Finding an internal source of self-worth will boost your autonomy and confidence. How can you appreciate and acknowledge yourself more?

↻ Taking care of others can take its toll on you. Wearing yourself out in service of others does not serve anyone in the long run. Invest in taking care of your own wellness and health.

↻ Getting your needs met may be difficult for you, because your own needs tend to be unconscious or unexpressed. Take time to connect to your own feelings and needs.

↻ As much as you are caring and giving, you may have an unspoken expectation that others will reciprocate in some way. Consider what you have done today to help others and ask yourself: What do I really want in return for doing this?

↻ Although you may have a radar sense for what others need, you may need to be more aware of how and when others may or may not welcome your help. Do you ask for permission when giving advice or offering assistance? How can you be more respectful of people's boundaries and autonomy?



The Ennea 2 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 2 you are naturally drawn to other people and will be able to quickly establish intimacy with them. You may be very attentive and fun when hosting social events or inviting people into your home.

+ In your intimate relationships, you will spend time and effort pleasing and supporting your partner. You are good at adapting to please others and will find safety in also pleasing authority.

+ Your natural empathy allows you to tune into interactions within your circle in an almost intuitive way. This awareness of what is going on may lead to people turning to you for information about the dynamics of a place.

+ You may find yourself getting very involved in the management of other people's lives.

+ You find it easy to see the potential and worth in others. This awareness will also inspire you to give of your best.

+ Many Ennea 2 individuals are very comfortable in the role of second in charge or the supportive role behind the leader.

+ You may be quite adept at “putting on a happy face” or stepping into helping mode even when you feel unhappy or lack the motivation to give more of yourself to others. Even though you may feel quite sad and depressed at times, you will prefer to keep this to yourself, not wanting to burden others with your negative emotions.

+ Your strong heart energy can be very attractive to others as there is a very special quality in your relating that others will respond to well. You express yourself as loving, positive and generous.

+ You are very good at paying people compliments. This can make people feel very special, giving them a confidence boost.

The Ennea 2 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 find it difficult to resist helping

people, even when they don't want your help. You may even persist with giving of yourself to others when you are overwhelmed, burnt-out and tired yourself and need support yourself.

! There is a downside to your ability to

adapt you may end up struggling to connect to who you really are. You may be confused by the many versions of yourself that you present to the world, asking yourself which is really the true you. As such your mind may become saturated with other people's futures.

! The paradox that you may struggle with

hangs on the fact that you focus so much of your energy on other people, you may not always be connected to and aware of your own needs. This may lead to you acting as if you have no needs or even openly denying your needs. The paradox may also manifest as a desire for freedom while also feeling confined by the extent to which others need you.

! Feeling unappreciated is a trigger for you and

you may connect to deep sadness and self-pity when you feel used. Others may experience you as dependent, needy or clingy, even though this is the last way you want to come across.

! As an Ennea 2 you may find yourself altering

your image and behaviour to come across as desirable and likeable to others. The energy you spend making sure that others like you, could well be spent in other ways.

! Others may experience you as quite

manipulative and intrusive. You may not be sufficiently aware of boundary issues and where you are overstepping it in people's lives. This can create conflict. People may also experience your flattery as manipulative if you take it too far.

! You may find it very difficult to ask others for

help and articulate your needs, but will generally accept and appreciate it if it is offered freely and spontaneously.

! Despite your deep desire to be dependable,

you may in turn become dependent on the affirmation you get from your close friendships for your self-esteem.

! You may have an excessively romantic view of

life. This can lead to you becoming possessive and over-involved in intimate relationships. You may sulk when your needs are not being met.

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).

Alex, you are an **Enneagram type 2** with a **Self-Preservation (SP) instinct**

Definitions of the three instinctual goals



Self-Preservation - SP

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



Social - SO

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



One-to-One - SX

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

A deeper understanding of the SP - Considerate Helper

As an Enneagram Type 2, you are naturally drawn to meet the needs of others as a way of gaining love and acceptance. Your self-preservation instinct also connects you to your own needs for security, well-being, comfort and acceptance, making you more aware of your desire to have those needs met. Others may describe your way of engaging as charming, playful and likeable.

On the one hand, you accept yourself and are comfortable with self-nurturing, and you likely experience self-love. In touch with how you feel and what you want, you express your preferences with courage and ask for help when needed.

On the other hand, behind the mask of selfless giving is the need for protection and approval. You would tend to work through other people to exert power instead of saying what you want and openly claiming what is of interest to you. This indirect approach reduces the risk of public scrutiny, failure and humiliation.

You try to get your needs met by attracting others to support, help and take care of you. Without realising it, you may create a context in which people take care of you, resulting in situations where you are unconsciously dependent on someone else. Even though you are very competent, you may not want to take responsibility for yourself.

This subtype overlays the Two's need for others with the fears and concerns of self-preservation: you may feel somewhat insecure, slow to trust and ambivalent about your relationships. When you sense a threat of disapproval, losing yourself in the relationship, being taken for granted or rejected, you tend to draw back to protect yourself. Mistrust and fear could keep you from really connecting and having meaningful relationships with others.

When you do make sacrifices and take care of others, you enjoy the attention and esteem of those you have helped. However, you may be unconscious of this 'giving to get' cycle and the risk that others believe your sacrifice and support have strings attached. Some might describe you as sensitive, easily hurt or easily offended. Deep down, you desire to be loved for who you are, not for what you give or do. You may find that your over-focus on how others perceive you prevents you from connecting to and appreciating your own value.

You are able to relate to and connect with people at every level and are adept at planning and strategy to create the structure for work to be done. You receive credit for your successes humbly, but may feel more comfortable in a support role rather than being at the very top of the hierarchy. At your best, you look to support others by being sincerely helpful and friendly and making work fun and enjoyable.

DEVELOPMENT EXERCISE: Balancing and Developing as SP Considerate Helper



The most challenging work for a Self-

Preservation Two can be in noticing where you have made others responsible for your happiness, security, well-being and success. Reclaim your personal power by taking charge of these aspects.

Cultivate emotional resilience as a

pathway to claiming your authority in an adult sense, putting rejection into perspective by building your own sense of self-worth. When you acknowledge your own value, you create space for others to do the same and to relate to you in ways that may fulfill more of your needs.

Grow towards humility and independence

by becoming aware of your fears and feelings in relationships, as these tend to cause you to keep your defences up.

Reflect on the dependency and

interpersonal needs you feel and the extent to which you depend on the approval and validation of others to meet those needs. Work to connect to your own inner voice and be your own authority.

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.

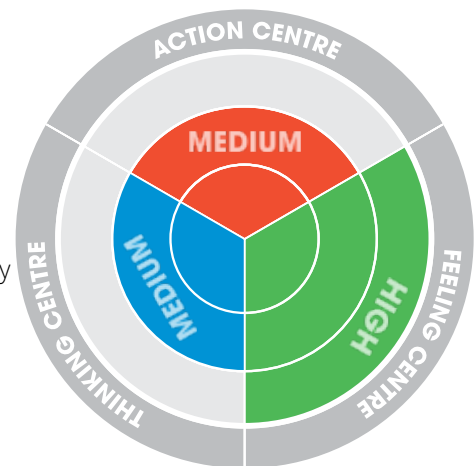


The **Dominant Center** you express and project into your environment is FEELING CENTER
The **Weakest Center** you express and project into your environment is ACTION CENTER

The Head-Heart-Hands analogy is another way of thinking about the Centers. We have all 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 **Feeling Center first, Thinking Center second and Action Center last.**



Feeling Center of Expression



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

- Emotionally expressive and connected to your feelings
- Compassionate and empathically attuned to your environment and what others are experiencing
- Receptive and sensitive to others and your environment
- Caring about relationships and the way in which you are connected to others.

At your worst, others may experience you as:

- Struggling to respond appropriately in situations where a more gut-instinct or rational response is required
- Overly sensitive in reactions, anticipating hurt, abandonment or rejection
- Using emotional information and sensitivities to get people to do things they would not otherwise do
- Overly sentimental or emotionally volatile.

Action Center of Expression



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

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 Feeling 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 feeling energy that is receptive and authentic vs. feeling energy that is reactive and oversensitive.
- Tune into the heart as a regular practice by simply naming the emotions you are experiencing at a given point in time. This acknowledges emotions while also allowing you to move from feeling energy into the other Centers.
- Focus on becoming more awake and attuned to The Centers of expression that are not as dominant, namely Action and Thinking. Create both emotional and forward momentum on issues by asking yourself what you know and think about the issue at hand.
- Request feedback from others on whether your emotions are “leaking” into your environment in an unhealthy way. For example, after a meeting check in with a colleague you trust on whether the expression or projection of your emotions during the meeting had an impact on the pace, quality and participation of others.
- Practice giving a voice to your feelings and heart through the application of singing, dancing, storytelling, sweet silence or any creative practice that enables you to externalise and express feelings without becoming focused on a product or output.
- Participate in a group where compassion and open-heartedness are practiced.



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

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

Your Center-Specific Styles

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

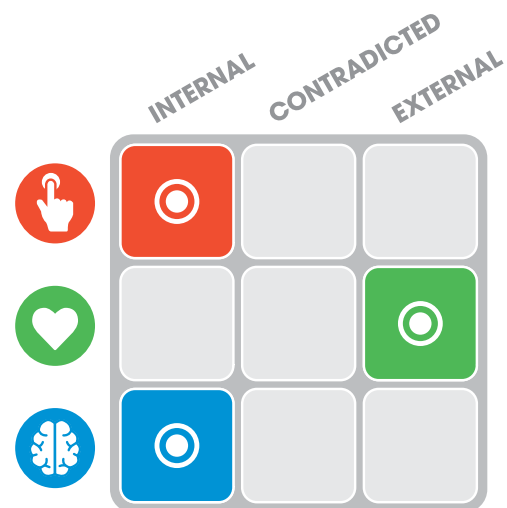
Examining how you use, have access to and misuse each of The Centers in your own life can be very beneficial to your development and growth.

Your Center-Specific combines the following:

- Internalised ACTION style
- Externalised FEELING style
- Internalised THINKING style

As a result you are likely to internalise or practice self-control in the face of gut impulses, focus emotional and relational energy on others and quietly apply your thinking energy inward, thereby creating a rich thought-world for yourself.

This blend of energies combines traits of being principled, giving and wise. It is likely to intensify the value you place on paying attention to the kinds of details that are important to you in your world. At your best it will enable you to step into the space of mentoring others through the application of information, wisdom and energy to support the growth of others.



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 1

1

2

3

Integration levels for Wing 3

HIGH	<ul style="list-style-type: none"> Bring conscience, principles and containment of feelings to the way in which you choose to be of service to others Enhance your capacity to connect with both deep love and inspired wisdom, giving you the courage to bring hope and justice to those who are most in need of this Enable you to be more perceptive and discerning, making it easier for you to say "no" to others without castigating yourself and being anxious about doing so
MODERATE	<ul style="list-style-type: none"> At times lead to a justification of your actions in the name of helping people Balance your people-orientation with a devotion to task related responsibilities Have a positive impact on your ability to pay attention to detail and pick up on inconsistencies or inaccuracies
LOW	<ul style="list-style-type: none"> Lead to suppression of your personal needs and wishes to avoid the guilt you may experience for having needs in the first place Make you more likely to verbalise negative judgements of others Potentially lead to manipulation and coercion in the name of love, with a justification that "It hurts me more than it hurts you"

HIGH	<ul style="list-style-type: none"> Enable you to move beyond your need for reassurance and love, thereby freeing you from the need to please Allow you to be both creatively expressive while also connecting you to the value of community Free you from the expectation of having your generosity returned, as generosity and kindness comes through you to others, not from you
MODERATE	<ul style="list-style-type: none"> Balance your need to be liked with a need to also be respected and the ability to respect yourself Make you feel more comfortable with and able to pursue your own dreams, goals and ambitions Increase your ability to get things done and make things happen, especially when contributing to projects that involve the welfare of others
LOW	<ul style="list-style-type: none"> Make it difficult for you to contain your unspoken needs and can lead to a growing list of expectations of others Potentially lead to you trying to hide your anger or loneliness behind an outwardly more carefree expression that seems inauthentic to others At times lead to melodramatic reactions when you feel unappreciated or feel your needs are not being met which can seem very intense to others

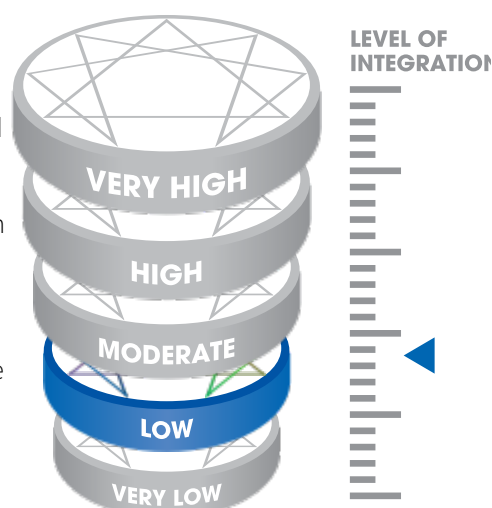
Self-Awareness and Integration

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.



Alex, you are an Ennea 2 who operates at a LOW level of Enneagram awareness and mastery.

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

★ **The more manipulative and unproductive** behaviours associated with Ennea 2 are likely to manifest most frequently in your behaviour and reactions.

★ **You may be quite adept at rationalising your** behaviour to yourself, vindicating your behaviour through suffering and martyrdom.

★ **People close to you may feel smothered by** your attention and insatiable appetite to help and be close to them. You are likely to find yourself holding on to people at all costs and in some instances may even seem obsessive in your attention.

★ **Others may feel that you work** simultaneously to undermine them in subtle ways while also extending a helping hand to take care of them. By zooming in on individual's woundedness, you work to hurt and heal at the same time.

★ **You may find yourself vacillating between** despondency and aggression. The latter is a feeling that does not correlate well with your self-image, so you may find yourself struggling to express this directly to others. As a result it may be expressed in more subversive ways.

★ **In your relationship with other people you** may find that you resort to blame and shame to make others feel guilty about what they are or aren't doing to appreciate you and meet your needs. This tactic enables you to be quite forceful with what you want but makes it very difficult for you to take responsibility for unproductive behaviour.

★ **You may struggle to connect clearly to your** thoughts, feelings and behaviours without rationalising, projecting or defending them. Being self-reflective and congruent between The Centers of intelligence, is not a natural or easy place for you to be in.

★ **You may find the self-development journey** particularly difficult and challenging. It may not be easy for you to commit to and embrace the vulnerability that comes with the territory of personal growth.

★ **Even though you are strongly connected to** your core fear of being unwanted and unloved, your approach may actively push people to do just that

DEVELOPMENT EXERCISE: Key challenges towards self-mastery and integration



🔄 **To start the journey towards integration,** you need to become consciously aware of the ways in which you give and help others in order to receive and have your needs met in return. Make lists of what you do for people and what you hope to gain from this.

🔄 **Connect to your personal needs. What do** you want from life if you were to stop worrying so much about the people around you? What self-care and nurturing do you need? Once you've connected to your needs, work to find ways of taking care of yourself in the considerate way you would apply to others.

🔄 **Remember not to make your needs** someone else's responsibility. Tone down the guilt trips you impose on others. If you need to express your needs to others, work to do it directly and cleanly rather than resorting to more manipulative and emotional ways of coercing people to assist you.

🔄 **Work on your boundaries and your** awareness of other people's boundaries. Do you give advice without being asked for it? Do you jump in and help others without them having asked you to do so? Start asking for permission to cross personal boundaries in a way that does not trigger guilt in others and that makes it easy for them to say "no".

🔄 **You can also work at integration through** the expansion of your wings. Through Ennea 2 wing 1, you connect to discernment. This enables you to draw clear distinctions between your needs and those of others while also enabling you to make tough decisions when needed. Through Ennea 2 wing 3, you connect to self-respect and self-love beyond the limitations of what others think of you. Remember to be loved, you need to love yourself first.

🔄 **Another strategy for growth is through the** connecting lines on the Enneagram. Ennea 2 links to Ennea 4 which urges you to connect to your own emotions and needs in a deep and meaningful way. Ennea 2 links to Ennea 8 which urges you to stop limiting your freedom based on what you think others expect of you.

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.

Alex, your **Overall strain is HIGH.**

This indicates that you are experiencing a lot of pressure and strain in your life right now. This is likely to be as a result of high strain in multiple areas of your life. Alternatively it may be that very high strain in a particular area of your life is having a ripple effect on the rest of your life. To understand your strain profile better, consider the specific areas of strain in your profile.

At a high level of strain, the chances are very high that this is having a negative impact on your overall health, wellbeing, relationships and productivity. If high strain persists over a prolonged period of time, the cumulative impact on you is likely to be even more marked. 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.

A high level of strain also leads to a heightened level of arousal in the chemistry of your body through your levels of cortisol, adrenalin and certain neurotransmitters. This heightened state may be keeping you going, but also makes you more likely to overreact to smaller stimuli or challenges in your life. It also impacts on your ability to relax, your openness to learning and your ability to see solutions and generate ideas.



Conversely, a high level of strain may also lead to feelings of hopelessness and in some instances depression. You may be feeling trapped or unable to change or affect some of the causes of your strain. If you are feeling depressed, it is important to get professional help as a matter of priority. 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 high level of strain is often a good springboard for further growth and development, but because of the intensity of the strain, this may seem like an impossible or unrealistic goal. This is especially true if you feel that the causes of your stress is out of your control.

DEVELOPMENT EXERCISE



The bottom line is that if your strain level is high, especially if it has been high for a while, you need to do something about it. Consider the following development activities:

☞ Connect to hope - Believing that things can and will improve is an important first step. If you're feeling trapped and hopeless, you're creating a reality in which you can't do anything about the things that aren't working. Consider where and how you've been able to connect to hope in the past. It may have been through spiritual practices, through specific conversations or relationships, reflection or inspiring stories of others. Actively work on creating a story of hope for yourself.

☞ Address 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, with-drawal and control and often start out as a good intention. Look at your main Enneagram Type profile for some insight into your defences.

☞ Make time for positive relaxation - Before you can make time to relax, ask yourself what it is that you need to do to enable you to relax that also enhances your health and wellbeing. For some individuals this may be a more active state than for others. Once you know what helps you relax, make time for it. Schedule time with yourself by putting time in your diary. Don't allow yourself to get away with the story that you don't have time for this: the cost of not doing this is just way too high.

☞ Have a big dream - What is the possibility in your life you want to live into? What is the big, audacious goal you have? Connecting to possibility and goals is one way of creating great momentum that enables change or reappraisal. Make your possibility statement or goals public by sharing it with others.

☞ Reach out - Being under a huge amount of pressure can lead to isolation. You may feel misunderstood or unappreciated right now. Talk to people close to you and ask for assistance from others where appropriate. You don't have to go it alone.

☞ Develop new coping mechanisms Consider your repertoire of coping mechanisms and develop new positive habits. 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 using all three your centers to help you with balancing your life.

☞ Courageous changes You cannot change without changing. Identify the root causes of the strain in your life and develop a plan that will enable you to do something about it. That plan may stretch over months or years as you may not be able to resolve a lot of big issues in a day or week. As long as you have a plan that works for you, you are in charge of your future. Take that first small step towards a more balanced and healthy you.

☞ Change the world one room at a time Start by changing the room you are in right now. All change starts one conversation or activity at a time. If people around you don't have a spark in their eyes, ask yourself what kind of person you are being for this to be the case. Have the courageous conversations you have been postponing.

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.

Alex, your **Environmental Strain is HIGH.**

- You don't feel that connected to your environment and are acutely aware of the collective challenges in your community
- You feel quite unsafe in your neighbourhood and home
- You are likely to spend a lot of time indoors and may not want to or consider spending more time outdoors or in the community
- Your home environment may be inhibiting your ability to get things done
- Environmental and service delivery challenges may be big on your agenda and may detract from your core focus on a regular basis



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.

Alex, your **Vocational Strain is HIGH.**

- You are quite dissatisfied with some aspects of your career or vocational choices
- There are aspects of your work that gets to you. You may not be enjoying work much at present
- You don't get along well with a lot of people at work
- You carry a huge amount of responsibility at work and that this may be somewhat unsustainable in the demands and pressure it places on you
- You are demotivated or disengaged at work or in the process of disengaging
- You wish you were somewhere else or working somewhere else when you are at work



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.

Alex, your **Physical Strain is HIGH.**

- You don't feel that good about your health and wellness right now
- There are aspects of your body or weight that you want to improve or that impacts on your overall wellness
- You don't get sufficient time to exercise and may be struggling with your fitness levels at present
- You may fall ill more frequently than most people or take longer to recover from illness
- You often wake up feeling tired and you could do with more sleep
- You struggle to maintain your energy levels 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.

Alex, your **Interpersonal Strain is HIGH.**

- You are dissatisfied with the amount of time you are able to spend with friends and family and would like more time for this
- Your social life does not meet all your interpersonal needs and expectations
- You may feel somewhat isolated at times
- The extent to which you experience conflict in your close relationships is impacting on you negatively
- You have a need for a more intimacy in your closest relationships
- You don't feel supported enough by the people who are closest 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.

Alex, your **Psychological Strain** is **HIGH**.

- You are unsure of your ability to emotionally cope with aspects of your present circumstances
- You are affected by your emotions to the extent that you feel overwhelmed at times and this is likely to be impacting on your wellbeing
- You are anxious and tense most of the time
- You feel the need to "numb" or "tune out" from the intensity of your feelings or circumstances on occasion
- You may feel down or even depressed quite often
- You are likely to want to improve your coping mechanisms but may not be sure of how to do this



Please note that if your score is very high in this area and you feel overwhelmed at present, it is strongly advised that you speak to someone in a professional capacity like a counsellor, medical practitioner or psychologist about these feelings.

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.

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

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



The Enneagram Lines of Release and Stretch

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



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

4

Release Point: Creativity, Self Care, Personal

Alex as an Ennea 2, the Considerate Helper, your point of release is likely to be at Ennea 4 which is the Intense Creative. At a secure place in yourself, you are likely to move to a place where you are able to connect to your own needs clearly, allowing you to be less driven by your need to please and appease others. In building a strong relationship with yourself, thereby moving from an External Feeling to an Internal Feeling Center, you are able to project less. This enables you to separate clearly between your own feelings and those of others. Your release of strain may therefore be through an initial deepening of psychological strain as you go deep into yourself.

At the point of connecting to self and your own needs, you may experience regrets. You may ask yourself what took you so long to pay attention to your own needs. It may even seem that others have had an easier road to self-discovery than you. This is however a doorway to the release of pressure in your life as you connect with what has meaning to you and what may have been missing as a result of your focus on the needs of others.

Investing in artistic expression or endeavours may well enable you to release additional strain. If you are not at all drawn to artistic endeavours, investing in the development of your creative thinking or the expression of your own ideas may also contribute to the release of pressure.

8

Stretch Point: Assertive, Say No, Direct

Alex as an Ennea 2, the Considerate Helper, your point of stress is likely to be at Ennea 8 which is the Active Controller.

Where the Ennea 2 is an External Feeling Center, Ennea 8 lies in the External Action Center. When you are under strain, you may find yourself focusing more and more on the needs of the people around you, repressing your own needs further. This may lead to you acting out in your relationships with others on a scale that escalates from irritability to aggression. This may lead to you feeling you need to “punish” people for not appreciating what you do for them. This may lead to you moving against the people you are trying very hard to help in an almost relentless manner.

Moving through this phase of “acting against” the people you’ve been trying to help, may well enable you to connect to your own needs with greater clarity, which is the point of release at Ennea 4. It may help you distinguish your boundaries in a very clear manner. You can however also end up moving against the will and needs of others without discovering your own. Your strain may therefore manifest paradoxically as Interpersonal Strain. When you get trapped in pressure, you both give more of yourself to others while also resenting doing so. This may also be apparent in your relationship with your work colleagues or profession. One way of freeing this up is through caring less about what others may think about you, thereby not limiting your ability to act through your projections of what others may think of your actions.

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

🗨️ **Alex, your communication style is likely to be** very warm and demonstrative

🗨️ **Your communication is likely to include a lot** of relational content, focusing on affiliation and establishing rapport with the person or group you are speaking to, so you come across as empathetic and pleasant

🗨️ **When you are tired or upset, you can project** anger and come across as complaining and even whining as you express displeasure overtly and in more subtle ways which others may experience as emotional manipulation

🗨️ **You may find it difficult to talk about yourself** unless someone is really close to you and even then you may find yourself talking about yourself via significant relationships

🗨️ **In communicating tasks, projects and** changes, you may find yourself focusing more on the benefits of the task than on the logical task sequence or action steps

🗨️ **As you focus a lot of your communication on** referencing others and their needs, you may find yourself giving advice, suggestions and ideas to others easily, whether this is being solicited or not

🗨️ **You quite naturally affirm others, which** enables you to make the insights of others seem valuable and constructive and encourages further contributions

🗨️ **You may be over-inclusive in your** communication, involving individuals in conversations inappropriately or unnecessarily, demanding a lot of time from people

🗨️ **You will be willing to call in favours and twist** arms to get what you want from others

🗨️ **Guard against using CAPS, bold and underline** to express intensity or emotions in emails inappropriately

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: I appreciate being appreciated

The Language of the Ennea 2

- Ask frequent questions
- Emotions and feelings expressed, can be sentimental
- Uses adjectives and exaggerations (e.g. great, wonderful, very)
- Compliments and flattery
- Benefits rather than actions
- Advice, suggestions and recommendations for others
- Mask negative comments or feedback with positives
- Focused on needs of others
- Few references to self, but when self-referencing may be linked to the language of the victim
- Informal

Listening

- Your listening skills may be quite well developed, enabling you to encourage and elicit responses from individuals
- You are likely to be able to express empathy and compassion in a listening environment
- You focus conversations on the content that others are sharing
- You are likely to ask questions and show overt interest in what others are saying, however, when not interested in a person or topic at all, you may disengage completely and unexpectedly
- Whether you like someone and want to help them or whether they like you may interfere with your ability to stay present within the listening environment - this preoccupation may however not be visible to others
- You may find it difficult to listen well to individuals who you feel will harm the team or someone you are trying to protect or help
- Sensitive to cues and body language from others

Body Language

- Comfortable and relaxed
- Mannerisms show connection and affiliation to others
- Friendly, expressive and open
- Smile and nod to affirm and encourage
- Enjoy touching others if appropriate within cultural frame of reference (e.g. hand on arm)
- Likely to move in close to others in intimate conversation
- Sustained eye contact
- Facial tension only when aggrieved or agitated

Feeling Centered Communication

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

- Listen and respond to the feelings of others in an empathic manner
- Communicate your own emotions to others, thereby helping them understand you better
- Harness the power of positive emotions to inspire, motivate and energise others
- Communicate challenging insights and problems with compassion and kindness

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

- Excessive emotionality in communication may push others away and decrease people's capacity to listen to you
- Use of emotions in communication may seem manipulative to others, thereby leading to resistance
- Facts may be overshadowed by feelings and subjectivity, making your communication style seem less accurate
- Your ability to listen to and be present for others may be negatively impacted by your own emotions

Instinct Style Communication

Alex, 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

- You don't need to take the reaction of others to your feedback too personally; remember that whether they react positively or negatively is likely to be "their stuff" and not "your stuff" Be careful not to draw conclusions about another person's behaviour without checking it out with them
- The person you are giving feedback to may already know what course of action to take and your advice and suggestions in this regard may not be helpful

Use your strength

- Draw on your capacity to tune into the reactions of other people
- Apply your perceptive observational skills to give examples of actual behaviour, but guard against providing feedback based on your insights, interpretations and inferences
- Maintain your positive regard for the person throughout, even when giving negative feedback

Be careful not to

- Underemphasise or sugar-coat negative feedback as doing this makes it sound less important than it is
- Explain behaviour on behalf of the person you are giving feedback to, as it will end up sounding as if you condone the behaviour in question
- Avoid giving negative feedback at all due to the discomfort it causes you
- Delay sharing negative feedback and frustrations to the point where unexpressed feelings reach a point where they come across as blaming and martyr
- Combine feedback and advice as feedback really becomes meaningful when people commit themselves to action through their own insights
- Assume your insights and interpretations to be accurate, especially when you come to these when angry
- Use opportunities to give feedback as opportunities to make people feel guilty about your unmet needs
- Don't end up with an action plan that remains your responsibility where you need to solve the problems of the person you are giving feedback to – if the problem lies with them, support them to respond appropriately but don't try to respond on their behalf
- Over-react to gossip, using hearsay as a basis for 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:

- Be very quick to interpret negative feedback as meaning that a person doesn't like you
- Use guilt, blame and shame to move attention away from your own behaviour
- Manipulate the person giving feedback to feel responsible for your behaviour or mistakes
- Not see negative feedback coming, often being taken by surprise by criticism
- Quickly spiral into negative feelings when criticised
- Respond very well to positive feedback

At a moderate level of integration you are likely to:

- Focus attention in the feedback situation on the behaviour of others
- Struggle to listen openly to the interpretations of others of behaviour, especially if these interpretations differ from your own
- Over-emphasise the impact of criticism on the relationship and feelings the person giving feedback has towards you

At a high level of integration you are likely to:

- Accept positive feedback from a position of sincere humility
- Understand that criticism and negative feedback does not mean that a person doesn't like or appreciate you
- Be able to remain present for negative feedback without resorting to blame, shame and guilt
- Positively affirm your own needs and interpretations as equal to those of others

Feedback Guide

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



1 Strict Perfectionist

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

2 Considerate Helper

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

3 Competitive Achiever

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

4 Intense Creative

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

5 Quiet Specialist

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

6 Loyal Sceptic

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

7 Enthusiastic Visionary

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

8 Active Controller

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

9 Adaptive Peacemaker

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

Conflict

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



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

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

The Ennea 2 Response to Conflict

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

- Being direct about dissatisfaction is not easy, so you may express it as complaints or indifference at first
- When you decide to discuss things, you are likely to have a lot to say and may express emotions strongly and directly
- Anger will escalate if you feel unheard
- You may come across as feeling a bit sorry for yourself

Your preferred conflict processing strategy is reframing.

What triggers you

Alex, as an Ennea 2, the following style-specific triggers may apply to you:

- Being taken for granted by others
- Having your decisions challenged
- Feeling unacknowledged or unappreciated
- Not being heard, especially when you are trying to express your needs and wishes, which is not necessarily something you find easy to do
- When another person is being threatened or abused
- Inappropriate interpersonal interactions, for example when people do not treat you with respect and courtesy
- Not having a person's full attention and understanding when you need it
- When your offers for help or advice is rejected or ignored by others

What you do when triggered

- Keep your feelings and frustration to yourself for as long as you are able to
- When built up frustration is eventually expressed, it can be in a very emotional and angry manner
- Consider what you want to raise with the person who is triggering you in detail, including your interpretation of what the other has done wrong
- Easily talk about how you feel and why you feel that way, having interpreted the situation and another's behaviour well in advance
- Draw conclusions about causes and desirable outcomes before having the actual conversation
- You may find yourself becoming increasingly angry if people don't understand where you are coming from or disagree with your interpretation of events
- Once a conflict has passed, you may find yourself not only forgiving, but also forgetting about it as you move on from the issue, as long as it was resolved.

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:

- Allow them to discuss the conflict at a time and place that they choose, rather than forcing the issue
- Appreciate that the Ennea 2 does not like to be put on the spot, especially not in public
- Give them space to express themselves at length so they can get things off their chest while listening respectfully
- Hold on aspects of disagreement at first, rather asking clarifying questions
- Ask whether it is acceptable for you to share your perspective and share it in a way that still validates where they come from
- Discuss feelings in an honest and open way
- Express yourself in a respectful manner
- Show appreciation for the honest sharing of feelings if appropriate

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:

- Practice expressing your needs in a clear and positive manner
- Share what triggers you in conflict situations at the start of a relationship or when entering a new team to allow people to understand what you value and need
- Tell others how much you appreciate a "thank you" – seeing as you act selflessly, they may infer that you don't need to be appreciated or thanked for what you do
- Don't crop up your emotions over time. When you feel your frustration levels rising, say something as soon as you can.
- Keep in mind that by sharing openly what frustrates you, you help others understand their impact on people and situations
- Leverage the power of exercise or physical activity to channel frustration and anger in a positive way
- Focus your analysis of what is going wrong in interactions on yourself and your own development rather than just focusing on the behaviour of others
- Ask yourself why specific things are triggering you and why this is so important to you

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.

Feeling Centered Decisions



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

- Able to tune into your own feelings, needs and resistance to decisions
- Able to tune in and listen to feelings, needs and resistance of others to decisions
- Strong awareness of impact of decisions on people and yourself
- Decisions draw on past
- Quality of decisions impacted by your emotional state on the day

Your Feeling Center is likely to lead you to emphasise the Experience Phase of decision making as you are likely to be quite tuned into and responsive to your environment on an emotive level.

The drawbacks of this approach to decision making include:

- Getting stuck in emotions (Emotional Paralysis)
- Subjective decision making
- Desire to accommodate feelings of others make tough and unpopular decisions difficult to make
- Over-emphasis of relationships, under-emphasis of planning
- Sentimental decisions strongly based on historical data
- Trouble sticking to decisions as the environment and people within it change

High Strain

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

- More likely to rely on your Limbic System when making decisions, thereby impacting on your capacity to access your rational and objective faculties in your Prefrontal Cortex
- More anxious and susceptible to the pressure surrounding the decision, while also impacting on your perception of the relative importance of a decision
- Make you potentially more reactive and defensive when decisions are challenged
- Short term focus, immediate results, crisis decisions
- Exhaustion and depleted energy reserves are likely to impact negatively on the quality of your decisions
- Premature closure when analysing information or consulting others
- Limits flexibility and scope of exploration



Impact of your Ennea 2 style when you make decisions:

➡ **You are very people oriented in your decision making style.** This may lead to you basing decisions on the feelings you have towards specific people rather than on the objective facts.

➡ **You easily connect to your compassion when decisions affect others,** but this may lead you to protect people unnecessarily.

➡ **You may find your belief in your decisions** wavering if people express doubts, reservations and concerns. This may lead you to second guess and doubt your decisions rather than sticking to your guns.

➡ **You may find that you over commit yourself at** times and this creates particular challenges for you from a decision making perspective. You need to guard against making quick decisions when you are tired and over-analysing decisions when you are anxious about the issue at hand.

➡ **You may find yourself making decisions on** behalf of others without them having asked or desired your inputs. It may therefore be particularly useful to overtly check whether people are expecting a decision from you or not before investing your resources in doing so.

➡ **Decisions that are likely to be unpopular and** carry a high degree of risk are likely to cause you great anxiety

➡ **It may be useful for you to consider to what** extent you draw and illicit inputs from others when making decisions.

➡ **You may not react well if people challenge** your decisions and may find yourself reacting quite strongly when this happens, becoming defensive in the face of disagreement.

➡ **As you strive to be helpful, making decisions** for others may come quite naturally to you. It may however also breed dependency, making it difficult for people to think through issues without coming to you.

➡ **Your natural decision making style may be** quite emotional and at times, somewhat reactive. Bringing objectivity into the decision making process (facts, figures, proof) may therefore be useful in balancing your people oriented style with a greater awareness of task issues.

Impact of your Ennea 2 style when others make decisions that affect you:

➡ **When making decisions, you need to be** particularly clear and open about what you hope to gain from the process. Guard against making decisions while hoping for something in return from others.

➡ **You may find that you use flattery to win** people over to your decisions.

➡ **You may find decisions that involve saying** “no” to others particularly difficult to make.

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.



Alex, your main type as an Ennea 2, will focus your management efforts on your people and your clients. It is likely to impact on your management style and ability to achieve results through others in the following manner:

Goal Setting

Working from an overarching and potentially unexpressed goal of ensuring that your team members, clients and stakeholders are kept happy and that their needs are met, you will strive to define meaningful goals for the team that supports this. Your ability to project yourself into the future aids you with goal setting. Whereas some Ennea 2's pay attention to financial goals, others may ignore financial goal setting unless there is a looming problem.

Planning

Your planning is likely to focus on the needs of your key stakeholders. This may lead you to plan in a back-to-front manner, based on the needs of clients and staff without considering what best serves the company interests. The focus on people aspects when planning may lead you to overlook tasks, results and bottom-line issues, while also over-emphasising the needs of others over your own priorities and key performance areas.

Task Completion

Your focus on others may lead you to exhaust yourself completing tasks that are important to others without getting around to your own priorities. You may struggle to say 'no' even when you are overwhelmed as you value being there for others in a supportive capacity. You are likely to enjoy coaching others. At a subconscious level you may emphasise tasks that are more likely to lead to others appreciation being expressed than those more thankless tasks.

Delegation

When delegating, you need to be conscious of the extent to which you are assuming you understand what others need in the process. Your assumptions may lead you to over-explain and remain too close to the task, even though it is likely to be from a position of caring and concern. You may also find yourself taking back tasks after having delegated them without people requesting you to do so, based on an assessment of what your staff need. By doing too much for your team, you may find yourself inhibiting the development of their responsibility and initiative, breeding dependency on you.

Performance Management

As you prefer a more caring and supportive position in relation to the team, being 'tough' with non-performance may be somewhat difficult to you. This may lead you to be soft when rating the performance of others or trying to design organisational systems and structures to support individuals where they are at, rather than around the real needs of the business for effectiveness. You need to guard against explaining or rationalising the behaviour and performance of others on their behalf during performance conversations. Performance conversations are likely to very quickly become coaching conversations or sessions where you dispense advice.

Motivation

As you are likely to enjoy supporting others, you are likely to go out of your way to be helpful to others. You may therefore not only take on the role of inspiring your own team, but also other teams. Your ability to spot the potential in others will help you to motivate and coach them. You should be able to project enthusiasm and friendliness. If however you are dissatisfied with the way things are going, others may find your way of cajoling them somewhat manipulative.

DEVELOPMENT EXERCISE: Top priorities in managing teams for results



🔄 Developing the capacity to give tough
performance feedback

🔄 Balancing people aspects of the role with a
stronger focus on the bottom-line, task issues and
project requirements

🔄 Balancing a focus on the needs of clients,
the team and other stakeholders with a greater
focus on your own KPA's and priorities

🔄 Creating less dependencies in the team,
especially dependency on you as the manager

🔄 Your ability to make tough, unpopular and
difficult decisions when needed

🔄 Not rescuing staff or assuming you
understand their needs

🔄 More effective planning

🔄 Saying 'no' to others when overwhelmed

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. Alex, as an Ennea 2, your strategic leadership is likely to be influenced by your core drivers and motivations in the following ways:



Visioning

You may be quite good at envisioning the future and enrolling others in your vision. This being said, you may be drawn to more intuitive strategies and may resist being overly formal and structured about this. Your vision of the future may be quite focused on people – internal staff or external customers without being sufficiently focused on issues not directly related to people.

Your preference for a more intuitive and informal vision may lead you to be tempted to not even write it down. When writing it down, you may also be tempted to over-explain the vision. You may need to focus your efforts on articulating a clear, explicit yet concise vision.

While the idea of getting inputs from the team when developing a vision is likely to appeal to you, be cautious of not inviting people into a room and then spending all the time with you talking and interpreting their inputs prematurely.

Strategic Thinking

Being focused on the needs of your clients and stakeholders, you should naturally be interested in Best Practice, industry trends and customer profiling. From a strategic perspective, you need to leverage your interest in the needs of stakeholders and knowledge of the organisation to ensure effective strategies are developed that balance people and bottom-line issues.

Your strategic thinking may therefore be aided by ensuring that you don't gloss over finances or default to planning from a best case scenario perspective. Working on realistic projections, even if these paint a bleaker picture than you want to may therefore need to be emphasised.

You need to guard against not being too informal about the strategy process. Remember to record strategies and ensure that your goals are also reflected in the strategy, rather than just developing the strategy around the needs of others. By formalising the strategy in a way that is clear to everyone, you will minimise the extent to which others are dependent on you to do so from day-to-day.

Alignment

Your interest in your people should enable you to naturally identify and align individual strengths and weaknesses with task requirements. You may also be adept at aligning your strategy with the needs of your clients (internal and external). Alignment at the individual or team level regarding people issues may however be much easier than aligning operational and project requirements at a bottom-line level.

Your focus on aligning the business to the needs of clients and staff, you run the risk of failing to align people to the needs of the business. In extreme cases this could lead to happy staff working in an aligned way toward the achievement of goals that are not supporting organisational success as measured through organisational performance and the bottom-line.

You may enjoy aligning complex tasks and bringing them to fruition through the efforts of your people. Orchestrating people may therefore appeal to you.

The key question you need to work with is – Alignment to what? Alignment to non-essential goals or the needs of people may not get you the results required from an output or organisational performance perspective.

Change Management

As you are sensitive to the needs of people, you are likely to find it easy to support and drive change that you feel will benefit not only the organisation but also its people. The flipside is that unpopular, tough changes that are good for the business but will negatively impact on people, may be particularly trying for you, pushing you to try to find an amenable middle ground that also considers staff needs.

During times of change, you may be adept at handling communication issues relating to the change and at dealing with resistance to the change. By giving consideration to inputs from all parties, even those who disagree with changes, you should be able to make people feel heard and consulted.

When change initiatives become very demanding and large in scope, you may find yourself feeling overwhelmed by everything that needs your attention and all the people whose inputs need to be considered and catered for. If your hard work is not being appreciated within the system, you may find yourself becoming progressively less motivated.

During times of change, take care not to create unrealistic expectations with staff regarding positive outcomes. You may be tempted to promise that there will be no negative impact on people, or that this will be minimised. Remember that you cannot anticipate everything when managing change.

You may also need to pay more attention to your own levels of stress and fatigue when managing change. You may run the risk of pushing yourself too hard in service of others, to the point where you either become angry, exhausted or even ill.

DEVELOPMENT EXERCISE: What to focus on as a strategic leader



🔄 Formalising the strategy process ensuring that goals are clearly formulated and disseminated in written format

🔄 Ensuring that the vision, mission and strategic priorities are balanced between people and bottom-line issues

🔄 Aligning people to strategy and outputs rather than strategy and process to the peculiarities and needs of people

🔄 Pay careful attention to financial issues

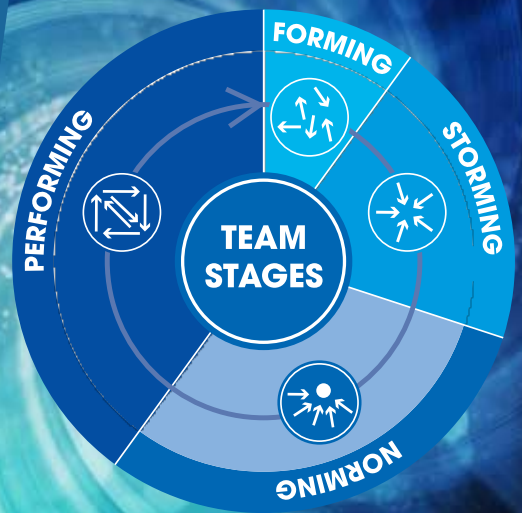
🔄 Wean people to be less dependent on you by clarifying strategy at a big picture and detail level. You need to do so in a way that enables people to act with more independence, without constantly needing your input and guidance to execute their responsibilities effectively

🔄 Pay attention to your own stress and energy levels, especially during times of change

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.



FORMING:



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

NORMING:



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

STORMING:



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

PERFORMING:



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

Your Impact on Team

Alex, 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 2, you prefer goals that are:

- Shared and agreed on by all team members
- Purposeful
- Linked to team strengths
- Supportive
- Likely to enhance teamwork and relationships

Interdependence and Team Role

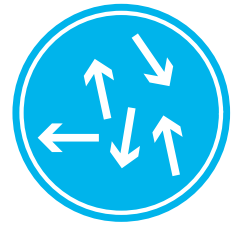
Alex, you definitely prefer working in supportive teams with moderate to high levels of interdependence. The more you are expected to work in isolation or without opportunities for interaction with others in the team, the less enjoyable the task at hand may seem. You also prefer to be in the know as far as information and past events go, and dislike being left out of the communication loop.

Your Ennea Type and Team Stages

FORMING

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

- Encouraging, helpful and supportive
- Open to contributions from others
- Keen to get to know the team members and to also understand the talents each member brings to the group
- Aware of the need for a common, shared purpose and willing to facilitate the team towards establishing this
- Fairly comfortable with small talk and social niceties that often form part of the early stages of building relationships



STORMING

As an Ennea 2, during the storming phase of team development others are likely to experience you as:

- Wanting to ensure that others are heard and express their thoughts and concerns, without necessarily sharing own thoughts and concerns
- Keen to ensure that conflicts are resolved quickly
- Acutely aware of relationship issues in the team
- Can become quite complaining in indirect ways
- Willing to take responsibility for breaking the tension when things become intense and strained
- Quick to give advice to the team and to individuals on how to move forward and resolve the issue



NORMING

You may find that you act more assertively in teams that are at this stage of team development, and will:

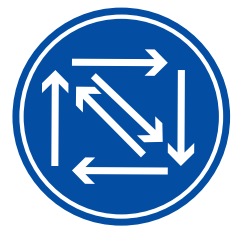
- Solicit inputs from team members to build a common understanding of the situation and the team's purpose
- Affirm the inputs of others
- Make suggestions about how the team can work together more effectively
- Push the team towards agreements that facilitate teamwork and working together rather than agreements that decrease interdependence
- Be willing to repeat yourself on matters until the group agrees on the way forward



PERFORMING

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

- Take on tasks and responsibilities that are not only related to your own job description, but that also support others in their roles
- Enjoy playing a supportive role in the team
- Draw energy and motivation from the synergy and momentum in the team
- Constantly ask yourself if there is more that you can contribute and offer the team
- Befriend and coach others



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.



Alex, as an Ennea 2, you may find it difficult to make time for coaching, given your commitment to helping others and potentially over-extending yourself. In the coaching environment you are likely to display some of the following behaviours, thoughts and emotions:

🗨️ **Even though you may not have difficulty** talking about things and about other people, focusing on yourself may make you quite uncomfortable. You may find that you launch into coaching sessions by talking about others (your family, your team at work, your clients) and that your coach needs to bring you back to talking about yourself. You may also find that you avoid talking about issues that may lead to critical or negative feedback from the coach.

🗨️ **You may find it easier to schedule your** coaching session in a location that minimises the potential for interruption from others. Off-site meetings may therefore work quite well. You may also find that you expect the coach to put some effort into meeting your needs and making you feel comfortable. If the venue being used for coaching does not work for you, discuss your needs in this regard with the coach.

🗨️ **Your initial coaching goals may focus** significantly on finding ways of better helping and serving others. Although these are laudable intentions, you may need to work with your coach on defining coaching goals that centre on your own needs as well as your personal or professional vision for your life. Put effort into defining, connecting and expressing your personal development needs clearly.

🗨️ **Over time you may become aware that you** value the opinion your coach has of you as you grapple with questions about whether your coach likes you or not. This may lead you to use some of your tactics to gain the love and respect of others in the coaching setting. If you find that you are using approval techniques such as flattery and compliments, try to make sense of your need to do so with your coach.

🗨️ **You may find that, even though you are** generally able to access your emotions, you may be repressing some information about yourself, thereby keeping your awareness of these issues from yourself. One way in which this may happen in the coaching environment, is when you start focusing and zooming in on the needs of your coach rather than your own needs. Working with your coach at uncovering submerged emotions or needs can therefore be particularly helpful.

🗨️ **When you are unhappy or upset by something** that happened in a coaching session, make an effort to address the issue directly and overtly with your coach. You may find that your natural reaction is to speak to others to complain about what happened or to give non-verbal cues to the coach that you are upset. Realise that it may be more constructive and helpful to discuss it directly with your coach.