



TM LEENA AIJASAO
– HYVINVOINTIA ELÄMÄÄN JA TYÖHÖN –

How does Enneagram help in developing Emotional Intelligence at work?

Student: Sampsa Raitamäki

Tutor: Margriet Heesters

May 2012

This work or any part of it has not previously been presented in any form to Hogeschool INHolland or to any other educational body neither for assessment nor for other purposes. Except for all the expressed acknowledgements, references and/or bibliographies cited in the work, I confirm that the intellectual content included into this thesis is the result of my own efforts and research.

signed

Sampsa Raitamäki

PREFACE

This advisory report has been conducted for Hogeschool INHolland Diemen as a part of the graduation programme in International Business and Management Studies. The purpose of the advisory report is to prepare the students for professional working life and test their analytical and consulting skills.

The researcher, Mr. Sampsa Raitamäki, is a fourth year Finnish double degree student from Metropolia Business School, Metropolia UAS. Alongside studies, the researcher had interest in a personality theory model called Enneagram. The advisory report was a great opportunity to combine Enneagram with the IBMS studies. Therefore the researcher decided to examine the connection between Enneagram and emotional intelligence at business context.

A requirement for the advisory report was to find a client whom to work with. The client for this project was TMI Leena Aijasaho, a Finnish sole entrepreneur who offers professional work supervisor and coaching services for various companies and organisations.

ACKNOWLEDGEMENTS

The work could not have been completed without the continuous support from my client TMI Leena Aijasaho. She allowed me to research a topic that truly interests me, provided me professional perspective and showed her genuine interest in my work, which motivated me to achieve high results.

I owe sincere thankfulness to Enneagram experts Ginger Lapid-Bogda and Peter O'Hanrahan who gave time for an interview during their busy schedule. The conversations truly opened my eyes about how emotional intelligence can be developed by using the Enneagram. In addition I would like to thank the other volunteers who showed enthusiasm to answer my interview questions. I would not have been able to complete my project without these interviews.

I would like to thank my supervisor Margriet Heesters from Hogeschool InHolland. She advised me in an away that enabled me to achieve my research goals. It was motivating to work with a supervisor who shared genuine interest and enthusiasm towards the topic of Enneagram and emotional intelligence.

I would like to show my gratitude to lecturer Michael Keaney from Metropolia Business School. He was the first lecturer to hear about my topic and further encouraged me to start researching Enneagram and emotional intelligence during the research methods course in Autumn 2011.

I would like to thank my family and classmates who supported me in good times and bad times.

**“People who have mastered their emotions are
able to roll with the changes. They don’t panic.”**

- Daniel Goleman¹

¹ Goleman D., 1998. What makes a leader? *Harvard Business Review*, November-December, pp. 98

Table of Contents

PREFACE.....	ii
ACKNOWLEDGEMENTS.....	iii
Table of Contents	v
EXECUTIVE SUMMARY.....	1
GLOSSARY	2
List of figures.....	2
1 CHAPTER 1 – Introduction.....	3
1.1 Introductory paragraphs	3
1.2 Research questions and hypotheses.....	4
1.3 Aim of the research	5
1.4 IBMS competencies	5
1.5 Client introduction.....	6
2 CHAPTER 2 – Literature review	8
2.1 Emotional Intelligence	8
2.1.1 <i>What is emotional Intelligence?</i>	8
2.1.2 <i>Five components of Emotional Intelligence</i>	10
2.1.3 <i>Emotional Intelligence and IQ?</i>	12
2.1.4 <i>Why is it important to develop Emotional Intelligence at work?</i>	13
2.2 Enneagram	16
2.2.1 <i>What is Enneagram?</i>	16
2.2.2 <i>The nine unique types at work</i>	17
2.2.3 <i>Wings and Arrows</i>	17
2.2.4 <i>Previous case studies about Enneagram at work</i>	35
3 CHAPTER 3 – Methodology	38
3.1 Research questions and hypotheses.....	38
3.2 Population and sampling	39
3.3 Procedure and time frame.....	40

3.4	Analysis plan	41
3.5	Validity and reliability.....	41
3.6	Assumptions.....	41
3.7	Scope and limitations	41
4	CHAPTER 4 – Results	43
4.1	The visible results of Enneagram in organisation	44
4.2	Self-Awareness.....	44
4.3	Self-Regulation	45
4.4	Motivation	47
4.5	Empathy	48
4.6	Social Skills.....	49
5	CHAPTER 5 - Conclusions and recommendations.....	51
5.1	Summary of findings.....	51
5.2	Discussion.....	52
5.3	Recommendations	52
6	REFERENCES	55
7	APPENDIXES	57
7.1	Appendix 1 – Interview Questions	57

EXECUTIVE SUMMARY

Daniel Goleman states that IQ accounts for only 20 per cent of one's life success; the rest 80 per cent is explained by emotional intelligence.² Persons with high emotional intelligence are able to experience higher job satisfaction and performance due to their ability to evaluate and regulate their emotions at work. They are more efficient as they are able to channel their emotions, both positive and negative, in a way that facilitates job performance.³

A personality theory model called Enneagram offers a great and long lasting solution to develop emotional intelligence. It is clearly seen that Enneagram has an effect on all the five components of emotional intelligence, which are self-awareness, self-regulation, motivation, empathy and social skills.⁴ Enneagram helps employees to identify their patterns of behaving, feeling and thinking, and describing their motives to their colleagues.

This study further explains the relationship between Enneagram and emotional intelligence at work.

² Singh D., 2001. *Emotional Intelligence at work*. New Delhi: Response Books. p. 23.

³ Sy, T., Tram, S., & O'Hara, L. A. (2006). Relation of employee and manager emotional intelligence to job satisfaction and performance. *Journal of Vocational Behavior*, 68(3), 461-473.

⁴ Goleman D., 1998. What makes a leader? *Harvard Business Review*, November-December, pp.93-102

GLOSSARY

EI	Emotional Intelligence, ability to assess and regulate the emotions in self and others
Enneagram	A model of human personality
IQ	Intelligence Quotient, a score that measures individual's intelligence
Reactivity	Initial emotional reaction of a person in a situation based on their pattern of behaviour

List of figures

Figure 1 – Who would you work with?

Figure 2 – Enneagram circle

1 CHAPTER 1 – Introduction

1.1 Introductory paragraphs

Daniel Goleman states that individual's IQ determines 20 percent of ones career success and the rest 80 percent is explained by emotional intelligence (EI).⁵ Competence is important but it is only an entry-level requirement for a job position. EI enhances the individual's chances too maintain their current job position, proceed in their career, increase job satisfaction and performance.⁶ EI is a combination of both intrapersonal and interpersonal skills. The intrapersonal skills can be defined as self-awareness, self-regulation and motivation. The interpersonal skills are empathy and social skills.⁷

Competency is trained during studies for example when receiving a Bachelor of Business Administration degree. But training emotional intelligence requires different kind of learning environment. Enneagram – a model of human personality – is said to develop emotional intelligence.⁸ This research further elaborates how exactly Enneagram influences emotional intelligence.

The first part of the study focuses on defining what is emotional intelligence and what influence it has in working life. Second, the Enneagram is defined and the

⁵ Singh D., 2001. *Emotional Intelligence at work*. New Delhi: Response Books. p. 23.

⁶ Sy, T., Tram, S., & O'Hara, L. A. (2006). Relation of employee and manager emotional intelligence to job satisfaction and performance. *Journal of Vocational Behavior*, 68(3), 461-473.

⁷ Goleman D., 1998. What makes a leader? *Harvard Business Review*, November-December, pp.93-102

⁸ Enneagram in Business, 2011 History and Theory of Enneagram [online] Available at: <<http://www.theenneagraminbusiness.com/enneagram1/history.html>> [Accessed 5 May 2012]

nine types are introduced from the work perspective. These parts were researched by using secondary research data from various sources.

The final part examines the relationship of Enneagram and emotional intelligence from work perspective. The results have been achieved by interviewing world class Enneagram experts and people who have found Enneagram to be useful for them. They kindly shared their real life stories about Enneagram and emotional intelligence.

1.2 Research questions and hypotheses

The main research question is: “How does Enneagram help in developing emotional intelligence in business context?” In other words, when people find Enneagram to be useful for them, how does it affect their emotional intelligence at work?

The secondary research questions are:

1. What are the components of emotional intelligence?
2. What are the benefits of high level of emotional intelligence at work?
3. What is Enneagram and how is it used at work?

The main hypothesis for the research is that emotional intelligence influences positively to employees work satisfaction and job performance.⁹ The second hypothesis is that Enneagram increases emotional intelligence.

⁹ Sy, T., Tram, S., & O'Hara, L. A. (2006). Relation of employee and manager emotional intelligence to job satisfaction and performance. *Journal of Vocational Behavior*, 68(3), 461-473.

The research aims to accomplish the idea how Enneagram affects to the five components of emotional intelligence defined by Daniel Goleman. This is achieved by conducting interviews with Enneagram experts and people who have used the Enneagram. The goal is to interview 2-4 persons from both of the groups and find clarity between each of the five components of EI and Enneagram. The researcher has known Enneagram for approximately eight years, and is therefore a relevant person to conduct the research and the interviews.

1.3 Aim of the research

The goal of the study is to investigate the relationship of Enneagram and development of emotional intelligence at work.

1.4 IBMS competencies

The research relates to various IBMS competencies, as every industry requires skilful interpersonal skills. However the following three professional related competencies and four generic competencies are linked the best to the research area.

Professional competencies

1. Business processes & change management
2. Entrepreneurial management
3. International human resource management (HRM)

Generic competencies

1. Leadership
2. Co-operation
3. Business Communication

4. Planning and organizing
5. Learning and self-development

1.5 Client introduction

Company name: TMI Leena Aijasaho

Address: Lannevedentie 1019, 41270 LANNEVESI

Phone: +358 50 432 5763

Email: leena.aijasaho@iki.fi

<http://www.tyonohjauspalvelu.fi/>

TMI Leena Aijasaho is a sole entrepreneur who offers professional work supervisor and coaching services for both public and private sector companies and organisations in Central and Southern Finland. The company is established in 2005. Before coaching, the entrepreneur had a successful career in the health care sector for over 20 years as a physiotherapist. During her second career as a coach she has further educated herself as a work supervisor, Certified Progress Coach®, Certified Enneagram Coach and Certified Enneagram Teacher in Narrative Tradition.

The essential core method utilised in customer coaching is a personality theory model called Enneagram. The model has proven to be extremely efficient in customer coaching. The client is financially stable and revenues are increasing on annual basis. Nevertheless the client wants to ensure stable income for the upcoming years and further expand the business opportunities outside the public sector. The client looked for a study, which would identify the advantages and disadvantages in using Enneagram as a tool to develop Emotional Intelligence. This would help the client to better target the coaching service to

the most lucrative and interesting customers to work with. The client lacks a formal higher degree in business education and therefore having another perspective from a graduate student was seen very helpful. It is important to highlight that the entrepreneur practises Enneagram in the Narrative tradition. To explain this simply, it means that instead of using tests, the client trusts to interactive and participative conversation to guide her clients in their journey of self-examination. This is the reason why the research focused on developing emotional intelligence rather than measuring it.

The client has limited skills in English and is native Finnish speaker. The advisory report will be verbally translated to the client by the researcher. For this reason, the client hopes to receive new information about Emotional Intelligence and Enneagram, which is not yet translated to Finnish.

The advisory report aimed to study in what ways the Enneagram helps to develop Emotional Intelligence? It first focused on defining what is Emotional Intelligence and compare it to IQ. Second the research focused on describing the Enneagram method in more detail. In the last part of the study, the researcher focused to find evidence that there are connection between EI and the Enneagram method.

2 CHAPTER 2 – Literature review

2.1 Emotional Intelligence

2.1.1 What is emotional Intelligence?

Emotional intelligence (EI) refers to the ability to identify and deal with emotions in interpersonal circumstances. Accordingly with the name, EI describes the connection between emotions and intelligence of an individual. This chapter outlines the basic theory of Emotional Intelligence and makes the distinction between emotions and intelligence.

Psychologist David Wechsler defined intelligence as the aggregate or global capacity of the individual to act purposefully, to think rationally and to deal effectively with his environment.¹⁰ Intelligence is what distinguishes humans from other living beings known on earth. We are able to receive information and process it to our benefit. This has led to remarkable development for humankind and because of our intelligence we are able to sustain our dominant power as a species. Nevertheless, in addition to intelligence, our feelings play a major role in our daily lives.

Emotions can be defined as response to an event, either internal or external, that has a positively or negatively valued meaning for the individual.¹¹ Emotions are intense, rapid, and spontaneous and can affect individual's motives for action

¹⁰ Indiana Univerisity, 2012. David Wechsler [online] Available at: <<http://www.indiana.edu/~intell/wechsler.shtml>> [Accessed 15 April 2012]

¹¹ Salovey P. and Mayer J. D., 1990 *Emotional Intelligence* [online] Available at : <http://www.unh.edu/emotional_intelligence/EIAssets/EmotionalIntelligenceProper/EI1990%20Emotional%20Intelligence.pdf> [Accessed 15 April 2012]

significantly. Anger, sadness, fear, enjoyment, love, surprise, disgust or shame, are all examples of emotions. How do these emotions affect to different individuals? How do the work situations change when we encounter different emotions?

Emotional intelligence comes in when emotions and intelligence are connected. In 1990 Peter Salovey and John D. Mayer laid the groundwork for further research and defined emotional intelligence as *the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions.*¹² In a way emotionally intelligent individuals are able to act efficiently despite their or others' emotions. They are able to control their emotions to the extent that it does not disturb their work efficiency. It is important to emphasize that managers or individuals with high EI are able to assess not only their own but also the feelings and emotions of others. Therefore they have a better chance to act accordingly in any situation. EI appears the best in challenging interpersonal circumstances.

EI helps to exercise empathy and managers with high EI sustain effective working environment. Good examples of EI at work are presented in the following thoughts:

- "The manager never admits his own mistakes."
- "My colleagues don't appreciate my ideas."
- "My subordinates take my feedback too personally."

¹² *ibid.* pp. 189

These sorts of ideas or thoughts refer to a situation where employees with high level of EI are given the opportunity to shine. For example in the last example of feedback, a manager with high level of EI is able to assess what is the best way to give and receive feedback for different individuals. From that evaluation he is able to create new methods of giving feedback and discuss the problems with the subordinates.

2.1.2 Five components of Emotional Intelligence

There are five components to emotional intelligence defined by Daniel Goleman, who is one of the founding fathers of EI as we know it now. These are self-awareness, self-regulation, motivation, empathy, and social skills. This section further explains the five components referring to Goleman's work.¹³

Self-awareness means having a deep understanding on one's emotions, feelings, strengths and weaknesses, and how they affect others. Persons with high self-awareness are able to assess themselves and communicate their strength and weaknesses to others. This helps colleagues to understand the individual better. People with high self-awareness are able to be honest with themselves and others, rather than being overly critical or unrealistically hopeful. For example, high self-awareness helps to evaluate if a project can be done in a certain timeline or not. Managers with soaring self-awareness are able to decline a project if they know it cannot be done in the timeline given.

Self-regulation refers to the ability to think before acting and managing your own emotions and channel them in useful ways. To further elaborate, self-regulation

¹³ Goleman D., 1998. What makes a leader? *Harvard Business Review*, November-December, pp.93-102

does not take away your emotions, but it helps to manage them in positive way. Managers who are in control of their emotions and feelings are able to create a working environment of trust and fairness. Subordinates are never afraid to present their ideas, as they know the feedback they receive will be honest but not hostile. Self-regulation also helps to cope with change; people flow with the change, rather than against it.

There are many different factors that affect to our motivation for example, high salary or status. Goleman states that the best source of motivation is anything that goes beyond money or status, for example achievement. Employees with high level of internal motivation have genuine desire to achieve results beyond expectations of both their own and others'. With the right type of motivation people are fare better to learn from their own mistakes. They continuously measure their success and aim for better results. When combined with high self-awareness they know their limits but still aim for improved results.

For most people, empathy does not probably sound the most business like behaviour. We all have felt it from our friends or family members. Empathy refers to the ability to understand others' feelings, situation and motives. However, it is important to distinguish, that in business, empathy does not mean making decisions the way subordinates want. Sometimes difficult decisions are needed, for example large lay-offs. Empathy shows its face in how the message is communicated to the subordinates or team members. It is extremely important to acknowledge in words, that the management understands the consequences of their action for their subordinates. Second, as we live in a global world, empathy helps us to acknowledge that there are different cultural approaches in

business. For example, American tends to be talkative and ask questions after a successful sales presentation whereas Japanese remain silent if they liked what they heard. Empathy gives the both parties an opportunity to act accordingly in new situations.

Social skills describe the ability to build networks, build rapport and managing relationships. Socially skilled individuals tend to have a wide circle of acquaintances. They understand that key strategic decision are prepared and implemented together. When the time of action comes they have the right people ready to work with them. Social skills is not just being friendly but also about driving others purposefully in the direction you desire. Highly socially skilled people are able to find common ground easier amongst colleagues.

2.1.3 Emotional Intelligence and IQ?

Goleman states IQ accounts for only 20 percent of person's life success.¹⁴ The rest 80 percent is arising from EI. However the 20 percent of IQ is still important to have. It can be describe as the "entry level requirement" for a job position. For example, if a company hires an accountant they are searching for people with certain accounting certifications. However, in a situation of job interview, when people have similar level of skill, EI is the one that determines who will get the job. Generally it is easier to find the good qualities in a likeable person: "This person is good to work with, we want him to have the qualities we are looking for."

¹⁴ Singh D., 2001. *Emotional Intelligence at work*. New Delhi: Response Books. p. 23.

2.1.4 Why is it important to develop Emotional Intelligence at work?

If you had to choose, who would you rather work with?

- A) Someone easy to work with, who is likable, or
- B) Someone who knows what he is doing, who is competent

Obviously both attributes are highly appreciated in a colleague and most people would like to work with a person that contains both. But which one is more important in working life? Which one does one choose if facing the option to work with someone who is competent but not very likable or someone who is more likable than competent?

A study published in Harvard Business Review June 2005 investigated the relationship between competence and emotional intelligence.¹⁵ The study was conducted in four different major companies in USA and Spain and among large group of MBA students. The data covered over 10,000 work relationships. According to the study, in most cases, people would choose the person who is more likable than competent “loveable fool” over “competent jerk”. (Figure 1)

Why? What is so good about a person who is good to work with but does not know much? Or does it matter if a person is not the nicest in the world but gets the job done?

There can be numerous reasons. It might be difficult to acquire information from a jerk. Asking follow up questions might feel uncomfortable. Receiving or giving feedback can be unproductive in bad interpersonal relationships. On the other

¹⁵ Casciaro T. and Lobo M. S. 2005. Competent Jerks, Lovable Fools, and the Formation Social Networks, Harvard Business Review. 83(6) pp. 92-99

hand, similar situation seem to change when the counterpart of the conversation is someone the individual likes.

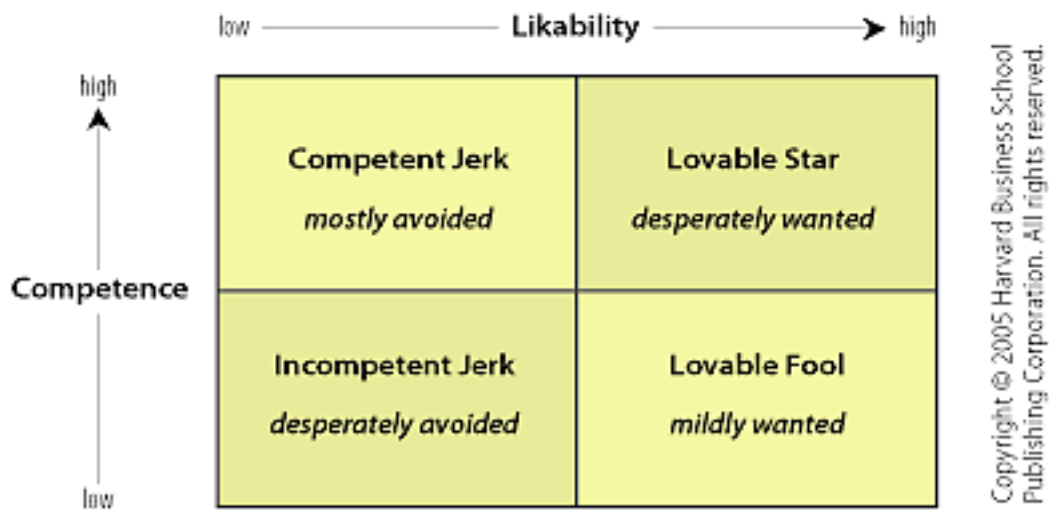


Figure 1 – Who would you work with?

Obviously, in order to succeed in business, the aim would be to acquire skills of competency and likability; or in other words, become a “lovable star”. (Figure 1) Competence is indeed extremely important. A person will not be hired if they do not have the set of skills needed for the job, but competency alone will not make you the loveable star of the workplace.

The study conducted by Harvard Business Review proved that emotional intelligence could be even more important than competence when measuring the reasons for career success. Still, both qualities are important. The difference is that competence alone gets you the interview and maybe even the job. However, Emotional Intelligence lets you hold on the job and possibly achieve a promotion.

In addition Sy, Tram, and O'Hara conducted primary research for 187 food service employees and their managers from nine different locations of the same restaurant franchise. The aim of the research was to analyse the influence of EI

to job satisfaction and performance. They found that employees with higher level of EI are more likely to have higher level of job satisfaction because they are more skilled in evaluating and regulating their own emotions compared to their colleagues with lower EI. Employees with higher EI are capable to locate the source for their stress and channel their emotions towards productive outcome. In addition, they are able to use their emotions to facilitate performance. For example, excitement or enthusiasm could stimulate employees to achieve better customer service and complete work assignments more efficiently. It is possible that employees with high EI are able to build stronger relationships with their managers and therefore get better performance evaluations.¹⁶

¹⁶ Sy, T., Tram, S., & O'Hara, L. A. (2006). Relation of employee and manager emotional intelligence to job satisfaction and performance. *Journal of Vocational Behavior*, 68(3), 461-473.

2.2 Enneagram

2.2.1 What is Enneagram?

The precise origins of Enneagram are unknown. Its roots appear to lie in Asia or Middle-East and date from several thousand of years ago. The word Enneagram originates from the Greek words ennea (“nine”) and gram (“something written or drawn”). This refers to the nine types of Enneagram. The first recorded usages of Enneagram dates to 1930s by Gurdjieff; Oscar Ichazo since the 1950s and Claudio Naranjo, M.D., who started teaching the Enneagram in Northern Carolina in the 1970s.¹⁷ Currently Enneagram is used by wide range of companies from various industries.

The Enneagram is a comprehensive guide into how people feel, think and behave. It is a powerful system that describes nine fundamentally different patterns of action.¹⁸ Each Enneagram type can be described as a form of internal strategy. How to manage ourselves in difficult situations? Where do we focus our attention and what are we trying to avoid? The aim of Enneagram is not only to identify the type of an individual, but also to develop ourselves and break out from the internal strategy and patterns. According to the theory only after recognising our type we are able to reveal our true self. Enneagram can be seen as a way to practise self-discovery. In business it is used in wide range of applications e.g. communication, leadership and teamwork.

¹⁷ Lapid-Bodga G., 2004. Bringing out the best in yourself at work. USA: McGraw-Hill pp. xvii-xix

¹⁸ Daniels D. N. and Price V. A., 2000 *The essential Enneagram: The Definitive Personality Test and Self-Discovery Guide*. New York: Harper One pp.1

2.2.2 The nine unique types at work

2.2.3 Wings and Arrows

As mentioned, there are nine different Enneagram styles, which are further explained in the following chapter. According to the Enneagram theory, we all have some of the all types within us but one of the types is the most dominant. In addition our wing and arrow types affect to our patterns of thinking feeling and behaving. (Figure 2)

The types directly next to the individuals core types are called the wing styles. According to the Enneagram theory, one or both of the wing styles influence the individual. For example, type One's wing styles are type Nine and Two.



Figure 2 – Enneagram circle
© TMI Leena Aijasaho

The arrows in the Enneagram circle refer to the security type and stress type of the individual's style. The stress type is the personality type the person shifts into when feeling stressed, pressured or mobilising for action. On the Enneagram circle the stress type is indicated by the direction of the arrow. The security type is the personality type the person shifts into

when feeling relaxed and secured, or paradoxically, overwhelmed and exhausted. On the Enneagram, moving away from the direction of the arrow indicates the

stress type of the predominant type. For example, for type One, the stress type is Four and the security type is Seven.¹⁹

The wings and arrow theories make the Enneagram even more comprehensive guide to human personality, although it can make it appear to be more complex for a person who does not know the Enneagram.

2.2.3.1 Introduction – Centres of Intelligence,

It is important to identify that there are three different centres of intelligence used in the Enneagram system. (Figure 2) The idea behind the centres refers to the way in which we discover and process information and make decisions. The three centres are: head, heart and body also referred to as intelligence, emotion and instinct.²⁰

The following part will go through the different centres of intelligence and explain how the Enneagram types within the centre react differently to the common factor. Each of the Enneagram type will be explained more detailed in the following chapter.

The head or intelligence centre refers to the Enneagram types Five, Six and Seven. These three types react to their common emotion, fear, by engaging themselves in rational analysis. Each type reacts differently towards fear. The Six, which is the core style of the head centre, reacts to fear by foreseeing the worst-case scenarios. They are usually ready for everything that can go wrong.

¹⁹ Daniels D. N. and Price V. A., 2000 *The essential Enneagram: The Definitive Personality Test and Self-Discovery Guide*. New York: Harper One pp. 13-14

²⁰ Enneagram in Business, 2011 History and Theory of Enneagram [online] Available at: <<http://www.theenneagraminbusiness.com/enneagram1/history.html>> [Accessed 5 May 2012]

The Five react to fear by retreating into their mind and making a clear analysis of the situation. They quite often tend to observe their surroundings from distance. The Sevens do not actually seem fearful as they always try to turn uncomfortable situations into something exciting and new. According to the theory this behaviour prevents Sevens feeling fearful. ²¹

The heart or emotion centre refers to the Enneagram types Two, Three and Four. The common factor for the hearth types is that they work hard to build and maintain a certain image of themselves in order to avoid feeling of shame. The core style, Three, projects an image of success. They seek admiration of others and are very goal-focused. The Two aims to create an image of being likeable and needed. They often know or think, "There are many people that could not survive without me." The four looks for reasons why they are unique and different compared to others. They use their emotions as a way to defend against rejection. ²²

The body or instinct centre refers to the Enneagram types, Eight, Nine and One. The common emotion for each type of the body centre is *anger*. Again, each type has a different way of handling the feeling. The core type, Nine, tends to disconnect from their anger and build harmony and comfort both internally and externally. Their anger can be referred to as "the anger that went to sleep". On the other hand, Eights tends to express their anger very easily and rapidly. Their anger commonly arises from situations where they or someone else experiences injustice. The Ones can be very self-critical, which can be seen as inward form of

²¹ *ibid.*

²² *ibid.*

anger. Then again, they do not like to express their anger externally.²³ To conclude, Eights demonstrate angry outward while Ones tend to focus the same feeling inward. Nines do their best not to display anger in any ways, neither internally nor externally.

Each person and their journey with Enneagram is unique, but for some, this distinction of centres of intelligence makes it easier to narrow down their own Enneagram type.

2.2.3.2 Type One – The Perfectionist

The word in which type Ones can be described is “perfectionist”. Their focus falls on seeking what is right and wrong and they avoid making mistakes, being aggressive and violating social norms. Loosing self-control is seen as a form of aggression that the Ones understand as “incorrect behaviour”.²⁴

Ones are honest, responsible and improvement-oriented. On the other side, they may appear as resentful, non-adaptable and overly critical. Ones tend to see things in black and white, right and wrong. They are willing to devote time for being right all the time. Therefore their way of communicating might feel sermonising to others, as they usually have numerous arguments in how to do things better and what has been done wrong. Ones can experience frustration if

²³ *ibid.*

²⁴ Daniels D. N. and Price V. A., 2000 *The essential Enneagram: The Definitive Personality Test and Self-Discovery Guide*. New York: Harper One pp. 22-23

they feel they are not taken seriously. After all, they took time to explain things correctly.²⁵

At work, Ones have the ability to micromanage and be overly critical. The criticism is heavily focused on themselves but others may feel part of it. It is important to understand that Ones do not purposefully criticise others. The motive for their action is on reforming and improvement. They achieve results of high standards and their work outcome is usually spotless. This might lead to falling behind schedules, but it depends really on the internal rules the One contains. Some Ones might think that it is essential to miss a deadline. Ones have a different way of perceiving rules and their own “internal rules” are always the ones they follow the most. Ones usually start to work with a detailed step-by-step process. However as new things arise along the way, they feel that “the wrong things” need to be reformed as well.²⁶

To give a more practical example about Enneagram type One at work. It is good to consider the following real life business example told by Ginger Lapid-Bogda in an interview:

There was a manager of 70 employees, an Enneagram type one, who said, “I am very good at delegating.” His peers were slightly questioning this argument and asked for further elaboration. The manager responded: “Yes, I can delegate anything to someone who can do it better than I can.” When asked how many

²⁵ O’Hanrahan P., 2010 *Enneagram Type 1 – The Perfectionist* [online] Available at: <http://www.enneagramwork.com/type_1_the_perfectionist.html> [Accessed 9 May 2012]

²⁶ Palmer H., 1995 *The Enneagram in Love and Work: Understanding Your Intimate and Business Relationships*. New York: Harper Collings pp. 54-60.

people is that, he responded knowing two people. His peers then responded, “Well, what about people who can do the task as good as you?” The manager hesitated but responded, “Maybe I can do this” and responded knowing five people that meet his standards. The coach finally said: “A part of a managers role is to develop and motivate his employees, what if you delegated the tasks to employees who can do 70-80% as good as you and give them the stretch to finalise the job?” The manager’s shoulders rose and he responded hesitantly, “I really need to think about this.” It was very hard to for the manager to let go of the fact that things need to done in the right way.²⁷

2.2.3.3 Type Two – The Helper

The attention of Twos falls on the needs and wants of other people. Especially when the object is someone who the Two cares about or wants to build a caring relationship. The Twos avoid disappointing others, feeling rejected or unappreciated and being dependent on others. They often prioritise the needs of other people before their own.²⁸

The Twos are a feeling based type and their focus falls on relationship. Their speaking style is nice, sympathetic and giving advice. They are sensitive to other people’s feelings and find ways to help other people to succeed. The Two feels that on some level they are indispensable within their network of people. It is common for a Two to take responsibility of others’ tasks and offer their help.

²⁷ Conscious TV, 2010. Ginger Lapid-Bogda 'The Enneagram in Business'. [Video Online] Available at: <<http://youtu.be/X850AOfwHOE>> [Accessed 9 May 2012]

²⁸ Daniels D. N. and Price V. A., 2000 *The essential Enneagram: The Definitive Personality Test and Self-Discovery Guide*. New York: Harper One pp. 26-27

Simultaneously, the Twos do not always see that they actually need help with their own workload and they tend to overextend.²⁹³⁰

The development areas for the Twos as managers are to decline tasks, giving more empowerment for others and making the organisation less dependent on themselves.³¹ They tend to satisfy the needs of the existing customers instead of warring against their competitors. Meanwhile they might also focus less on building new customer relationships.³²

The following story gives a more practical business life example of a Two as a manager:

Ben had been a manager and the owner of a CPA company for nearly 20 years. The company was successful but Ben had been unable to grow it beyond ten employees. Ben contacted his existing customers regularly and made sure their needs were fulfilled. He also spent a lot of time with his employees making sure they had everything they needed.

After a long and continuous process of self-discovery, Ben realised his barriers for growth. He was focusing too much on maintaining the relationships with his existing clients instead of building new ones. In a way, he noticed the needs of his clients, but could not see the needs of his organisation. Ben also realised that he

²⁹ O'Hanrahan P., 2010 *Enneagram type 2 – The Helper* [online] Available at: <http://www.enneagramwork.com/type_2.html> [Accessed 9 May 2012]

³⁰ The Enneagram in Business, 2009 *The 9 Enneagram Styles* [online] Available at: <<http://www.theenneagraminbusiness.com/enneagram1/9styles.html>> [Accessed 9 May 2012]

³¹ Lapid-Bodga G., 2004. *Bringing out the best in yourself at work*. USA: McGraw-Hill pp 212-213

³² Palmer H., 1995 *The Enneagram in Love and Work: Understanding Your Intimate and Business Relationships*. New York: Harper Collings pp. 77-81

was spending way too much time socialising with his staff, making sure that everything is going well for them. This had in fact made the employees quite dependent of him.

Ben started focusing more on building new client relationship and reduced his interactions with the staff. The result was that within ten months the company had grown to fifteen employees and his staff worked more independently and took more initiative.³³

2.2.3.4 Type Three – The Performer

The Threes focus on tasks, goals and future achievements. They seek for the most effective solution and how to be the best. They channel their emotional energy into getting things done. They avoid failure, loosing and anything that distracts them of completing tasks, including emotions.³⁴

Threes are successful, energetic and able to achieve high results. On the other hand, they are very over worked, impatient and competitive. They speak enthusiastically and are able to motivate themselves and other towards success. American business culture is referred to represent the Enneagram type Three.³⁵

As managers, Threes are naturally able to find the best ways to help the organisation to succeed. They are extremely driven towards goals and they never look back. On some level they expect everyone else to be as motivated as them

³³ Lapid-Bogda G., 2004 Enneagram Monthly: Stories of Growth and Change. [online] Available at: <http://www.theenneagraminbusiness.com/enneagram_resources/pdf/SelfDev1_Lapid-Bogda.pdf> [Accessed 10 May 2012]

³⁴ Daniels D. N. and Price V. A., 2000 *The Essential Enneagram: The Definitive Personality Test and Self-Discovery Guide*. New York: Harper One pp. 30-31

³⁵ O'Hanrahan P., 2010 *Enneagram type 3 – The Performer* [online] Available at: <http://www.enneagramwork.com/type_3.html> [Accessed 10 May 2012]

and can experience frustration if the team members do not share the same work moral. The Threes can feel it difficult to be in the moment due to their goal-focused orientation, which is one development area for them. The Three is quite likely to excel in competitive environment where their efforts are visible to their peers. They are very driven when there is a chance for success.³⁶

To understand better the mindset of a Three, it is good to examine the following example. A manager, a quite successful Three, shared his experience during a management coaching session. One day, he seemed to look different. When the others urged for the reason, he explained: "I have been focusing on goal and plan, what to do next? This has enabled my career success. One day, when I was driving to work. I noticed this flower and realised "it's beautiful!" That got me thinking, metaphorically, what other "flowers" am I missing?" He then explained he has a son, who was three years old and said, "I think I am a good father, but I am missing the moment with him" He then realised that he is so driven towards goals that he is not able to be in the moment. This self-discovery made him realise that the same applies to him as manager at work. His only focus is in the future and he often misses what is happening in the office. After this he is just as effective as ever, but he now realises that there is a difference in "doing" and in "being".³⁷

³⁶ Palmer H., 1995 *The Enneagram in Love and Work: Understanding Your Intimate and Business Relationships*. New York: Harper Collings pp. 99-105

³⁷ Conscious TV, 2010. Ginger Lapid-Bogda 'The Enneagram in Business'. [Video Online] Available at: <<http://youtu.be/X85OAOfwHOE>> [Accessed 9 May 2012]

2.2.3.5 Type Four – The Romantic

The attention of Fours focuses on what is missing or what is meaningful. They avoid being rejected, not heard or feeling insignificant. They can feel stressed because they can want more than what is available.³⁸ The strengths of fours are being compassionate, creative and having deep emotions. The weaknesses of the Fours include being moody, withdrawn and uncooperative.³⁹

As managers fours try to give the individuals of the organisation a higher meaning and purpose, which increase the motivation of employees.⁴⁰ They want to feel respected and important at the workplace. The Fours look alike to Threes in competitive settings and achieve high results. The difference between the types is that while the Three is being motivated by achievement the Fours drive for results in order to be different and unique. The Four employee has to feel special. They tend to compare themselves to others instead of the pleasure of a job well done. In group settings Fours find it difficult to plan together, as they compare their own ideas continuously to others' ideas. When some else's idea is better, they experience envy.⁴¹

In business life, Fours raise their head when there is a conflict and they can spend hours of listening to people who will feel very deeply heard. In similar situations, others might feel uncomfortable and would not be able to process the

³⁸ Daniels D. N. and Price V. A., 2000 *The Essential Enneagram: The Definitive Personality Test and Self-Discovery Guide*. New York: Harper One pp. 34-35

³⁹ O'Hanrahan P., 2010 *Enneagram type 4 – The Romantic* [online] Available at: <http://www.enneagramwork.com/type_.html> [Accessed 10 May 2012]

⁴⁰ The Enneagram In Business, 2009 *Leadership and the Enneagram* [online] Available at: <http://www.theenneagraminbusiness.com/business_applications/leadership.html> [Accessed 10 May 2012]

⁴¹ Palmer H., 1995 *The Enneagram in Love and Work: Understanding Your Intimate and Business Relationships*. New York: Harper Collings pp. 122-126

vast amount of emotions. The Fours do not fear different emotions and they respect honest reactions at work place.⁴²

2.2.3.6 Type Five – The Observer

The focus of the Fives is on intellectual domain, facts, and compartmentalised analysis. Meanwhile they avoid strong feelings, especially fear but also emptiness and inadequacy, rapidly changing circumstances and emotionally demanding people.⁴³ They are educated, perceptive and autonomous. On the other hand they can appear isolated, overly intellectual and stingy to others.⁴⁴

The fives are often driven to highly analytical and autonomous job positions. They prefer to have their own private working space where they can withdraw to analyse their projects. They prefer to have predictable working environment that allows them to analyse new issues with time. For example, the fives expect to have minutes of meetings, and agendas with detailed information about the meeting. They can freeze when confronted with unexpected questions. A skilful manager of a Five will ask the questions from the five already one day before the meeting. This allows the five to comprehensively analyse the question and give well-thought answers in the meeting next day. The fives can give very exact answers and tend to answer only to the question that was asked.⁴⁵

⁴² Conscious TV, 2010. Ginger Lapid-Bogda 'The Enneagram in Business'. [Video Online] Available at: <<http://youtu.be/X85OAOfwHOE>> [Accessed 9 May 2012]

⁴³ Daniels D. N. and Price V. A., 2000 *The Essential Enneagram: The Definitive Personality Test and Self-Discovery Guide*. New York: Harper One pp. 30-31

⁴⁴ O'Hanrahan P., 2010 *Enneagram type 5 – The Observer* [online] Available at: <http://www.enneagramwork.com/type_5.html> [Accessed 14 May 2012]

⁴⁵ Palmer H., 1995 *The Enneagram in Love and Work: Understanding Your Intimate and Business Relationships*. New York: Harper Collings pp. 144-150

The Fives also think that world is full of scarce resources. Therefore, they are careful of how they allocate e.g. time, energy, privacy and relationships. They tend to lead with their minds and disconnect from their emotions and bodies. A real life example of a manager, who was a Five, attended at management coaching group about Enneagram. His colleagues asked him to tell more about himself. The Five responded, "Fine, what do you want to know? Ask me a question." His colleagues were curious about why is it, that every time they ask him "How are you?" in the elevator he only responses shortly "Fine". After a short discussion the Five finally responded "I think that is a very superficial question, you don't really want to know how I am, I could have a good day or a bad day but I am accustomed to saying to just say I fine".

This story explains how the fives might not tell you everything if there is no reason for it. After all they think the world is full of scarce resources and they need to use their time carefully.⁴⁶

2.2.3.7 Type Six – The Loyal Sceptic

The attention of Sixes focuses on foreseeing what could go wrong or be dangerous, potential pitfalls and hidden meanings. They avoid being helpless or not in control in uncertain circumstances.⁴⁷ Sixes are in the core style of the head centre and share the common emotion of fear with Fives and Sevens. Within their type, Sixes react very differently towards fear. Some sixes are very cautious of their external environment and some stay in the "strength" mode and rush

⁴⁶ Conscious TV, 2010. Ginger Lapid-Bogda 'The Enneagram in Business'. [Video Online] Available at: <<http://youtu.be/X850AOfwHOE>> [Accessed 9 May 2012]

⁴⁷ Daniels D. N. and Price V. A., 2000 *The Essential Enneagram: The Definitive Personality Test and Self-Discovery Guide*. New York: Harper One pp. 42-43

into action. In other words, they try to prove themselves that by doing things they fear, they are not fearful. Their strengths include being loyal, courageous and strategic thinkers. On the other hand, they can appear to others as suspicious, pessimistic and doubtful.⁴⁸

Six managers are usually better in business situation where the company is struggling instead doing well. The reason for this is because they are prepared for pitfall instead of successes. This does not mean that Sixes are bad managers in successful organisation. They are just “more alive” when in and organisational downturn. Sixes has the tendency to foresee anything that could go wrong. This makes them very good planners in organisations. As employees sixes are either with you or act rebelliously. The loyalist avoids fear by being dutiful and adjusting to the group. The rebel is more aggressive on determining who is safe and can be very provocative. The sixes tend to divide the people around them as friends and enemies, “Who is on my side?”, “Who shares my opinions?” or “Who will protect me?” are common inner dialogue within Sixes.⁴⁹

One example from real life told by Ginger Lapid-Bogda happened when she was arranging a convention of 300 people, which happened only a while after the 9/11 terrorists attacks. Therefore there was higher risk in the airports and the security measures had been increased. A colleague of her, an Enneagram type six who was also attending the event, approached her via email, “I think you should tell everyone, that you will protect them in case something goes wrong.” Ginger

⁴⁸ O'Hanrahan P., 2010 *Enneagram type 6 – The Loyal Skeptic* [online] Available at: <http://www.enneagramwork.com/type_6.html> [Accessed 10 May 2012]

⁴⁹ Palmer H., 1995 *The Enneagram in Love and Work: Understanding Your Intimate and Business Relationships*. New York: Harper Collings pp. 168-173

did not send the email but she mentioned that this is a classic example of Enneagram type Six. It is important for the Six to tell to a “higher authority” that they see a threat and need protection. Despite the fact that the airports were full of armed guards, the Six saw a possible threat that could occur.⁵⁰

2.2.3.8 Type Seven – The Enthusiastic

The attention of Sevens focuses on interesting, fascinating and pleasurable ideas. Seeking connection with diverse areas of information and knowledge. The Sevens avoid boredom, frustration, limitations, painful situations and feelings.⁵¹ The Sevens bring optimism to their working environment. They are good at brainstorming and get enthusiastic about new ideas. They do not want to be limited to doing only one thing and want to keep their options open. They are excellent communicators but are less concerned about their own image. The most important thing is that the individual has fun and finds their “own thing”. Sevens often know something about everything. On the other hand, they usually are not patient enough to study deeply only one topic. Their strengths are being adventurous, being enjoyable and quick thinkers. Their weaknesses lie in being self-absorbed, disperse and uncommitted.⁵²

As managers Sevens are future oriented and have strong vision. Successful Sevens often end up to positions that require ingenuity, invention and being one step ahead. They are at their best in a fast-paced and quickly changing working

⁵⁰ Conscious TV, 2010. Ginger Lapid-Bogda 'The Enneagram in Business'. [Video Online] Available at: <<http://youtu.be/X85OAOfwHOE>> [Accessed 9 May 2012]

⁵¹ Daniels D. N. and Price V. A., 2000 *The Essential Enneagram: The Definitive Personality Test and Self-Discovery Guide*. New York: Harper One pp. 46-47

⁵² O'Hanrahan P., 2010 *Enneagram type 7 – The Epicure* [online] Available at: <http://www.enneagramwork.com/type_7.html> [Accessed 10 May 2012]

environment. They often find themselves in situations where they run multiple projects simultaneously. They can be described as people who “like to read more than one book at the same time.” On the other hand, Sevens can be chaotic managers; they can change their mind when they get bored with the ongoing project. As employees Sevens are usually fun to work with and they seek peer acceptance. In teams they like to experiment new ideas. On the other hand, their ideas may not always be reasonable from the business perspective.⁵³

A business example of Damon, a 52-year-old lawyer who was a Seven, started in a new position as a manager. After three months in the job, his executives received complaints from the staff members about his management and leadership skills. His executives brought the feedback to Damon’s attention. The feedback included both positive and negative feedback. However when Damon read the feedback he only saw the negative feedback and quickly started explaining why the negative feedback was incorrect. After the meeting Damon immediately started his team without asking his staff members. As a result, the situation only got worse. Therefore his executives implemented disciplinary actions to improve the situation.

Damon went to Enneagram coach and he finally discovered few things that he was not doing right:

1. He was unable to confront the negative feelings and fear inside him and therefore quickly rushed into action.

⁵³ Palmer H., 1995 *The Enneagram in Love and Work: Understanding Your Intimate and Business Relationships*. New York: Harper Collings pp. 192-197

2. Focusing his action more and stopped double or triple booking himself.
3. Understanding that engaging employees in interesting and enjoyable conversation was not the same as managing staff.

As a result, Damon became one of the best managers in the company.⁵⁴

2.2.3.9 Type Eight – The Protector

The attention of Eights is in whatever that demands action right now. They also focus on power, control, justice and injustice. They avoid being weak, vulnerable or uncertain.⁵⁵ Their strengths are being enthusiastic, generous and powerful. The Eights are also described as being very present in the moment and are able to energise others. The problems the Eight have are being excessive, angry or dominating.⁵⁶

The Eights are full of energy and are natural leaders. If the responsibility of a leader not assigned to someone in a team, Eights are likely to take it. As managers, Eights are assertive and direct. They like more to have centralised control instead of delegation. Eights prefer receiving hard facts, even when they are bad, instead of having no facts at all. They react strongly when they experience injustice towards themselves or people/employees close to them. Eights are not afraid to express their anger. Because of their energy, it is good to give an Eight employee a specific project that they can control and express that energy. If they have no specific tasks they naturally take charge without realising

⁵⁴ The Enneagram in Business, 2009 *The 9 Enneagram Styles* [online] Available at: <<http://www.theenneagraminbusiness.com/enneagram1/9styles.html>> [Accessed 9 May 2012]

⁵⁵ Daniels D. N. and Price V. A., 2000 *The Essential Enneagram: The Definitive Personality Test and Self-Discovery Guide*. New York: Harper One pp. 50-51

⁵⁶ O'Hanrahan P., 2010 *Enneagram type 8 – The Protector* [online] Available at: <http://www.enneagramwork.com/type_8_protector.html> [Accessed 10 May 2012]

it themselves. They are able to get things done and their strength is on the implementation side of projects.⁵⁷

A classic business example of a problem that the Eight encounters as a leader is intimidating employees. It is important to notice that the Eight does not do this purposefully and unaware Eight might not even recognise this attribute in their behaviour. It is common for an Eight to raise their voice, make lightning fast decisions and some employees can be even afraid of them. The same happened for Sharon a manager of research medical centre employing forty-five people. She was introduced to Enneagram in a management training course and asked the other attendees if she had appeared intimidating to them during the weekend. The participant answered that while they deeply respected her as a person, they also felt she was intimidating due to her quickness and excessive reactions. The feedback affected Sharon deeply. She quickly realised that she needs to engage her employees more in complex strategic decisions and tone down her reactions. In addition she started exercising regularly, which allowed her to release some of the excess energy. The discovery allowed her to become even more successful manager.⁵⁸

2.2.3.10 Type Nine – The Mediator

The attention of Nines mainly focuses on other's agendas, requests and demands. They have the need to understand the perspective of others. This often results

⁵⁷ Palmer H., 1995 *The Enneagram in Love and Work: Understanding Your Intimate and Business Relationships*. New York: Harper Collings pp. 216-221

⁵⁸ Lapid-Bogda G., 2004 *Enneagram Monthly: Stories of Growth and Change*. [online] Available at: <http://www.theenneagraminbusiness.com/enneagram_resources/pdf/SelfDev1_Lapid-Bogda.pdf> [Accessed 10 May 2012]

that they forget themselves and have difficulty in getting touch with their true self. They avoid direct conflict, feeling uncomfortable and too many competing demands on their attention.⁵⁹ Their strengths are being balanced, harmonious and accepting. On the other side they are stubborn, ambivalent and very conflict avoidant.⁶⁰

As managers Nines tend to have goals of global magnitude instead of local. They like to understand the bigger picture, because the specifics tend to conflict with each other. Nines capability or need to fully understand the different perspectives result to a long decision making process. They tend to acquire too much information from every perspective before deciding. It is important for them to reduce the possible conflict that could result because of their decisions. The Nines typically share two phases for conflict, ambivalence and stubborn noncommunication. For these reason it is sometimes very difficult to determine which side are they on. The Nine does not want to state their opinion if that could explode the current harmony. Nines like a structured working environment. They enjoy clear rewards and incentives. Nines are natural team players, as long as there is no conflict. For example, in upturn Nines notice the different points of unity. In downturn Nines focus on different points of disagreement within various stakeholders.⁶¹

⁵⁹ Daniels D. N. and Price V. A., 2000 *The Essential Enneagram: The Definitive Personality Test and Self-Discovery Guide*. New York: Harper One pp. 54-55

⁶⁰ O'Hanrahan P., 2010 *Enneagram type 9 – The Mediator* [online] Available at: <http://www.enneagramwork.com/type_9_mediator.html> [Accessed 10 May 2012]

⁶¹ Palmer H., 1995 *The Enneagram in Love and Work: Understanding Your Intimate and Business Relationships*. New York: Harper Collings pp. 240-245

To conclude, the biggest development area for Nines is to find themselves: their own opinions, anger and perspective. Therefore Nines have difficulty for example, state their opinions in meetings. They might have a good idea, but they wait for the right opportunity, that someone would ask their opinion. Usually, that moment never comes. A great development step for a Nine is when they are able to discover themselves and start “speaking their own voice”. Before that, they can be good managers or employees but this step can help them to become exemplary professionals.⁶²

2.2.4 Previous case studies about Enneagram at work

An important question is still unanswered from the business perspective. Who is actually using the Enneagram and what success have they achieved? It is relatively challenging to find public information for these questions, as many companies do not want to disclose publicly that they are using Enneagram. The reasons are usually either strategic, they do not want their competitors to know about how they train staff, or legal, they are simply not allowed.

However, there are still many companies that allow using their names with Enneagram. The Enneagram in Business Network conducted research with 72 companies of which 21 gave their permission to use their name.⁶³ These companies included widely known companies such as Best Buy, Daimler/Mitsubishi and Toyota. The companies represented altogether 18

⁶² Conscious TV, 2010. Ginger Lapid-Bogda 'The Enneagram in Business'. [Video Online] Available at: <<http://youtu.be/X85OAOfwHOE>> [Accessed 9 May 2012]

⁶³ Enneagram in Business, 2011. Benchmark Report July 2011 [online] Available at: http://www.theenneagraminbusiness.com/enneagram_resources/pdf/Enneagram-Benchmark-Report-2011.pdf [Accessed 3 November 2011]

different industries. All of the 72 companies were companies that had been using the Enneagram extensively from a minimum of 18 months to maximum of 12 years. The key research areas for the study were to explain the benefits of using the Enneagram, how were they achieved and the lessons learned during the process.

Half of the 72 companies were using an Enneagram application specifically designed to develop Emotional Intelligence. This application focused on developing both intra- and interpersonal competencies through a coaching process. The applications that were more popular than EI were communications, leadership and teamwork. In general companies using the Enneagram are usually practising 4-5 different application areas. Other application areas that made it to the top ten were: coaching, conflict, feedback, decision-making, sales and negotiations. The strength of the Enneagram is, that it does not only assess where you are in terms of self-mastery but it reveals your personal development areas. It shows you how to develop yourself and proceed to the next level, depending on what application area it is used in.

The study by Enneagram in Business Network (2011, p.4) also emphasizes the commitment that it takes to have successful results with Enneagram:

“Tangible results occur within 6 months, but sustainable results take a year or longer. It’s like going to the gym. At first, you feel tired but better. After a while, you feel much better, then think you don’t need to go anymore. However, you have to use it regularly to experience its full contribution. The longer you use the

Enneagram, the more benefits; it becomes 2nd nature to you and the organization.”⁶⁴

Enneagram works best for the companies who are able to commit to the coaching progress for a longer time, both psychologically and financially. If a company has a high employee turnover rate for external reason, for example majority of the employees are students working part time, then the business will not benefit from the results of Enneagram. Then again, Enneagram can be a reason for an individual to stay in an organisation. A person is probably more likely to use the leanings of Enneagram in their private life compared to e.g. new accounting technique they learned at work.

⁶⁴ Enneagram in Business, 2011. Benchmark Report July 2011 [online] Available at: http://www.theenneagraminbusiness.com/enneagram_resources/pdf/Enneagram-Benchmark-Report-2011.pdf [Accessed 3 November 2011] pp. 4

3 CHAPTER 3 – Methodology

3.1 Research questions and hypotheses

The main research question was to investigate the relationship of Enneagram to emotional intelligence at work context. The secondary research presented in the literature review answered the following secondary questions:

1. What is emotional intelligence and what influence does it have in working life?
2. What is Enneagram and how is it used working life?

Doing the secondary research the researcher identified the five components of emotional intelligence from Goleman's article "What makes a leader?"⁶⁵ The components were: self-awareness, self-regulation, motivation, empathy and social skills. They are better defined in the literature review. This established the main idea for the primary research. The purpose of the primary research was to investigate what influences Enneagram has to each of the five components of EI in working life. The researcher discussed the idea with the client and they reached an agreement.

The researcher chose a qualitative research methods over quantitative. The main reason for this was that the client practises Enneagram in the Narrative tradition, which trusts more to panel discussion, interviews and conversations instead of questionnaires and tests. Another reason was that the components are intangible

⁶⁵ Goleman D., 1998. What makes a leader? *Harvard Business Review*, November-December, pp.93-102

and extremely difficult to measure in numeric values within the time and money available for the project. The best persons to describe the change in EI are the individuals themselves. “What did you do before Enneagram and what do you do now?”

After discussing the questions with the client the hypothesis was that there is a clear connection with Enneagram and all components expect one – motivation. It was not clear how Enneagram and motivation towards work relate to each other.

3.2 Population and sampling

The researcher established two groups of interviewees:

1. Enneagram teachers who are experienced with working in companies and organisations. The teachers are preferably internationally experienced.
2. People who have practised Enneagram. The requirements for these people were that they have recognised their type and noticed improvement.

The researcher aimed to have 2-4 people from each group.

One might criticise that the results are bias, because the researcher interviewed only people who have experienced Enneagram to be helpful for them. What about the people who have not found Enneagram beneficial for them? The reason for this requirement is that this research focuses on investigating what is the influence of Enneagram to the development of Emotional Intelligence. This research does not focus on measuring for example, “What percentage of people finds Enneagram useful for them?” In other words, the advisory report focuses

on: When people find Enneagram to be useful for them, how does it appear?
What components of EI have developed and to which direction?

3.3 Procedure and time frame

The primary research started in the beginning of April 2012 by planning the questions. The final interview was conducted on 17th of May 2012. Each component of EI was clearly defined to ensure, that both the interviewer and the interviewee were talking about the same issue.

The interviewees were given the following instructions that they needed to consider when answering the questions:

1. We develop continuously for different reasons, when answering focus on the change that has happened **as a result of using the Enneagram**.
2. Think about the development in **work or study environment**.
3. Compare your situation now to the time when you did not know the Enneagram.

The interviewees were able to answer the questions either verbally via Skype or in written. These conversations have been recorded and were handed in with the digital copy of this advisory report. The main emphasis of analysing the interviews was on the verbal interviews. The written interviews were used as support material. The reason for this was that it was easier to ask further elaboration from the interviewee if an answer was not clear. This option was not available in the written interview, as these were given anonymously.

The client gave the researcher names which Enneagram teachers to contact. The researcher contacted them and set up the interview times. The client sent a

message, which the researcher had written, to people who have taken her Enneagram course and asked for volunteers for the research.

3.4 Analysis plan

The plan was to interview the Enneagram teachers and the people who have used the Enneagram and examine how their responses correlate. Both of the groups were asked the same questions. The difference was that the teachers focused on talking what sort of development or change they have seen in their clients instead of themselves. The plan is to analyse each of the component of EI individually: self-awareness, self-regulation, motivation, empathy and social skills.

3.5 Validity and reliability

The interviewees were asked if they see increase or decrease in each of the component. To find out a level or significance of change, the interviewees were asked to give a working life example, which better describes their development. The interview method was chosen because of the Narrative tradition of the Enneagram. This supports the client's business model the best.

3.6 Assumptions

The researcher assumes that the interviewees represent the overall development genre of all the people that use the Enneagram. Another assumption is that the interviewees answer truthfully.

3.7 Scope and limitations

There was no budget allocated for the research and there was limited amount of time to conduct more interviews. With more time and budget the researcher

would have been able to find more interviewees and therefore conduct more reliable research. The interviewees who had practised Enneagram for more than five years had sometimes difficulty in remembering what was their life like before the Enneagram. This could have affected the results as well.

With years of time, the researcher could have taken a sample group of people who do not know the Enneagram. This sample group could do EI test every for example, three times per year. From there the research team could investigate how fast and how much EI develops because of Enneagram.

4 CHAPTER 4 – Results

In order to better understand the influence of the Enneagram to Emotional Intelligence, the researches interviewed two Enneagram experts and seven persons who have used the Enneagram. The two experts were Ginger Lapid-Bogda and Peter O’Hanrahan, both from USA. They are both specifically oriented to work with Enneagram in organisations. Lapid-Bogda has over 35 years of experience as a consultant, trainer and coach. She has worked with numerous Fortune 500 companies and other organisations. Some of her clients include Apple Computer, Clorox, Disney, Federal Reserve Bank, Genentech, Hewlett Packard and Whirlpool. She has written three seminal Enneagram business books.⁶⁶ O’Hanrahan has taught Enneagram since 1981 in various companies and organisation. He has also trained and certified over 500 Enneagram professionals.⁶⁷

The other seven persons were customers of the client TMI Leena Aijasaho and most of them had been in an Enneagram course or coaching sessions. Three of them were interview verbally via Skype and four people filled an interview form in written. The interview aimed to investigate what are the connection between the five components of emotional intelligence defined by Goleman and Enneagram. All the interviewees were asked to reply from the perspective of working life. This eventually helped to answer the primary research question.

⁶⁶ The Enneagram in Business, 2009 *Ginger Lapid-Bogda, Ph.D.* [online] Available at: <http://www.theenneagraminbusiness.com/professional_services/overview.html> [Accessed 24 May 2012]

⁶⁷ O’Hanrahan P., 2010 *Peter O’Hanrahan* [online] Available at: <<http://www.enneagramwork.com/bio.html>> [Accessed 24 May 2012]

4.1 The visible results of Enneagram in organisation

Lapid-Bogda states that although Enneagram does develop EI, most companies do not use Enneagram directly for that purpose. However, EI is highly important because if the companies are lacking EI they are not likely to achieve their other goals e.g. leadership, teamwork, trust and communication. O'Hanrahan focused on saying that primarily Enneagram helps people to identify their styles at work. This enables people to see how the different styles fit together and how they can clash resulting into a conflict. If people are interested in the information that Enneagram gives them, which they often are but not always, then they are able to increase their self-awareness and become more skilled in their relationships with others. The best results achieved in organisation happen when the organisation is committed to the training. In other words, when they have continuous training and the Enneagram is somehow adopted into the organisational culture.

4.2 Self-Awareness

Lapid-Bogda thinks Enneagram brings clarity in terms of self-awareness. The Enneagram describes the architecture of human character: how we think, feel and behave. Enneagram helps us to understand the different worldviews of the nine types or in other words "the way how the world works for the individual". It helps us to identify areas about ourselves that we are not even aware of.

O'Hanrahan continues that Enneagram is clearly a self-awareness tool. There are different levels of learning with the Enneagram. The first level is about recognising your own type, but it does not yet involve that much self-awareness. It is more a list about your capabilities and hints about "do this and don't do

this". From here the individuals proceed forward with the levels towards deeper self-awareness. O'Hanrahan gives a real life example of Enneagram type Three managers. The Threes have a strong drive to move forward and to succeed. This can turn into frustration or impatience and that can affect their ability to communicate with their colleagues when they think "hurry up, I don't have time for you!" The purpose of Enneagram is not to judge Threes' style, but to help them to understand that it is OK to stay in the moment for a minute, two or five. This discovery has led many type Three managers to become more effective communicators and listeners.

From the customer groups of the client all seven respondents felt that the Enneagram has increased their level of self-awareness. All the respondents said that they now understand their strengths and weaknesses better. One Enneagram type Two said that as an entrepreneur she has had difficulties in pricing her services as she said that her emotions used to get on the way of doing "cold business". One Enneagram type Eight said that he is now capable to understand that things that are easy for him might not be so easy for others. For example, as an Eight, he is very good at implementing projects very quickly and now understands that this is an asset for him. One Enneagram type Nine and one type Two said they are now more capable to evaluate how much work they have the energy to do.

4.3 Self-Regulation

Lapid-Bogda describes self-regulation as the pattern or loop of thoughts, feeling and behaviour. The Enneagram helps us to observe that pattern and reduce reactivity. The Enneagram gives us the opportunity to choose if we want to

continue with our basic pattern of reactivity. For example her client that was an Enneagram type One said, that before Enneagram he reacted strongly and got angry if his team members lacked competence. Now, he still gets angry with same issues, but is now able to manage the emotion and choose the way he express his anger instead of reactivity.

O'Hanrahan basically agrees with Lapid-Bogda and also used the term "pattern of reactivity." He gives an example of Enneagram type Four. In general, fours have very high goals, sometimes even over idealistic and unachievable. Because of this Fours can become disappointed or unhappy if they feel something is missing, or someone is not real enough. For Fours it is important to catch the beginning of this "wave of disappointment", which can lead to for example, withdrawal or aggression. This can help the Fours to understand the source of their reactivity and mediate it. Again, the purpose is not to change Fours, but to offer them the possibility to act differently and manage their emotions. To conclude, Enneagram helps people to find their focus at work instead of plain reactivity towards conflicting issues.

All the seven non-teacher respondents said that their self-regulation has increased. One Enneagram type Eight said that he has created a "one minute rule", which he now uses at work and in his daily life. This means, that when he feels anger bursting out of him, he takes a mental step back, thinks about the issue for at least one minute, and then communicates his opinions. One Enneagram type Four, who is a manager of 40 people, said that she is now more capable to give space for her employees. Another manager of 10 people, an Enneagram type Six, said she does not ruminate what other people have done or

said and is now more capable to move on. One Enneagram type Two said she is better able to observe different social situations from external perspective, which enables her to receive feedback in a softer way. A Nine turned the word self-regulation upside down. She now states her opinions faster and implements things instead of just “thinking about it”. She has stronger opinions in a way that other people are less able to walk over her.

4.4 Motivation

Both Lapid-Bogda and O’Hanrahan state that Enneagram helps individuals to identify their source of motivation. Lapid-Bogda further elaborates that the Enneagram describes what each type is strongly seeking and strongly avoiding. For example, Ones seek perfection and avoid making mistakes, the Nines seek harmony and avoid direct conflict. These form the basis for individual’s source of motivation and can control the action of an unaware person. When Lapid-Bogda works with people, the aim is to identify the search and the avoidance of the individual and then, not to get rid of them, but to soften these sources of motivation. On a next level this enables the individual to understand the deeper level of what they really desire.

O’Hanrahan gives an example of an Enneagram type Seven at work. Sevens can be very hardworking and productive. The same time, the Enneagram suggests that their major goal in life is to enjoy life and have fun. In the large sense, they want to have their opportunities fully open for something new and exciting. Therefore type Sevens can get very unmotivated if they are in work situation that are boring, routine, or their options are limited. Through self-awareness and

Enneagram, the Sevens are able to identify their source of negative motivation in this case.

From the other group, four of the respondents stated their motivation has increased and three said they have not seen change in their motivation because of the Enneagram. One type Four said she found her true motivation and changed her occupation because of Enneagram. A Six said that “things just get done easier, I don’t have sleepless nights because of unpaid bills.” One Seven said that it is easier for her to start doing difficult tasks. She defined “difficult tasks” as tasks that are routine and require great amount of focus. A Nine said that she was able to start her business because of her increased motivation.

4.5 Empathy

Lapid-Bogda advises that the most beneficial development results for empathy appear when the Enneagram is trained in group situations. In these setting people realise that “what is easy for me, might be very difficult for others.”

O’Hanrahan explains that Enneagram allows us to know more what is happening with the other persons. Empathy is more than only knowing what is happening with the other people. It is also an ability to experience the same emotions as the other persons. In order to have room for that, the individual has to be, on some level, in a non-reactive state. O’Hanrahan further explains, if we are full of our own reaction and response we do not have a lot of room to have empathy for others. Enneagram allows us not to take things so personally. He then gave an example of a manager who was an Enneagram type Six. The manager was feeling unhappy about delivery of a certain employee. Typically for a Six, the manager started asking questions of which some questions came out very accusatory.

With coaching, the manager understood how the situation launched his fear and worry, which impacted the communication. This gave him the mental space to have empathy towards the employee and build supportive environment for the communication.

From the seven respondents five had noticed increase in their level of empathy, one noticed no change and one observed slight decrease in her empathy. The type Eight respondent notice most significant results in empathy and said that he is now able to give other people time in decision making. A type Seven also said that she is capable to understand that people are different, for example, for some it takes longer to understand new things. One Enneagram type two said that, as a type Two, she is naturally very empathetic but she is now able to use it in a more professional manner. She is now able to “turn the empathy off”, if it is making her more inefficient. The one who felt her level of empathy had decreased slightly, said that she is more selfish and does not only do things as others would like her to act.

4.6 Social Skills

Lapid-Bogda brings up an issue that the word “network” means very different things for different people. For example, autonomous type Five might have only a couple of people in their network, whereas a type Two tend to have overcrowded address books. In her opinion, the Enneagram influences most on social skills in one-to-one work situations. For example, people find common ground easier. Building more extensive networks is not the primary result of Enneagram and social skills; the more important starting point is to identify “What does a

network mean for the individual.” This is a good starting point for the development of social skills.

O’Hanrahan gives an example of an Enneagram type Five who are naturally very good at head knowledge but not so good at emotional intelligence. They do not always be present in the moment or talk about things that are out of their interest. The Enneagram helps Fives to understand to engage in small talk, which can help them to find common ground with their colleagues. Another example given by O’Hanrahan is from type Eight who usually comes on too strong due to their excessive way of communication. This happens both in communicating positive and negative information. The Eights can appear bossy and colleagues might start to avoid Eights because of the excessive manner of communication. When Eights understand to tone down their communication, their colleagues feel more comfortable around them and want to engage into conversation with the Eights.

From the other interview group six out of seven people felt increase in their social skills. One did not notice any change. Nearly all six based their answer similarly. They now understand that people have different worldviews and therefore accept people better as they are. Having conversations and building common ground is easier as they do not use their reactivity. One Two based her answer differently, but similarly as with empathy: Twos have naturally high level of social skills but now she is able to use it more professionally and again, able to “turn it off” if her social ability is causing inefficiency at work.

5 CHAPTER 5 - Conclusions and recommendations

5.1 Summary of findings

Emotional intelligence does increase one's job satisfaction and job performance.⁶⁸ In addition, employees who have higher emotional intelligence are more appreciated and wanted colleagues at the workplace.⁶⁹ These findings can explain why people with higher emotional intelligence have a higher possibility to succeed in their careers. It is also important to remember that, in order to have good results, Enneagram should be used continuously and with strong commitment.⁷⁰ This argument was also supported by the primary research as O'Hanrahan stated the same issue during the interview.

In general, Enneagram influences positively to the development of emotional intelligence at work. Based on the primary research Enneagram clearly develops self-awareness, self-regulation and empathy throughout the different Enneagram types. Social skills and motivation are not as clearly developed or increased in the different types. Enneagram can increase the level of motivation in certain tasks. It seems that Enneagram helps people to identify or describe their sources of motivation or internal drive. However, Enneagram does not necessarily increase individual's motivation towards the work itself. In extreme cases

⁶⁸ Sy, T., Tram, S., & O'Hara, L. A. (2006). Relation of employee and manager emotional intelligence to job satisfaction and performance. *Journal of Vocational Behavior*, 68(3), 461-473.

⁶⁹ Casciaro T. and Lobo M. S. 2005. Competent Jerks, Lovable Fools, and the Formation Social Networks, *Harvard Business Review*. 83(6) pp. 92-99

⁷⁰ Enneagram in Business, 2011. Benchmark Report July 2011 [online] Available at: http://www.theenneagraminbusiness.com/enneagram_resources/pdf/Enneagram-Benchmark-Report-2011.pdf [Accessed 3 November 2011]

Enneagram can cause people to switch jobs as they find what they really want in life. Social skills follow a similar pattern. Enneagram helps people to identify their individual definition of a network and might help some of the more unsocial types to understand the importance of “small-talk”. Contrarily, the people who are very social or almost “too social”, might find Enneagram helpful to tone down the talking and focus on the task itself. Enneagram does not increase everyone’s level of social skills and that is not the purpose. It shows the pattern in which employees work in social circumstances. On the other hand, Enneagram can help to resolve conflicts in work relationships, as people are able to find common ground

5.2 Discussion

The findings support the general opinion within Enneagram experts, that Enneagram is an excellent tool to develop emotional intelligence. It is good to remember that the primary research focused on people who have a positive image of the Enneagram. This may have caused bias results, as the researcher did not interview people who do not like the Enneagram. However, it is again good to remember that the purpose of this research was not to measure for example, the percentage of people who find Enneagram to be useful for them. The study examined how Enneagram affects the five components of emotional intelligence and this target was achieved.

5.3 Recommendations

Based on the primary research Enneagram is an excellent tool to develop emotional intelligence at work. Although companies might not measure their

success directly with emotional intelligence, it seems that all the Enneagram applications develop individual's emotional intelligence in some way.

As a recommendation to the client, the research suggests that the Enneagram should not be promoted as a primary way of developing motivation or social skills. Enneagram helps the individual to describe and identify their sources of motivation and drive, but it does not necessarily increase the motivation towards work. Enneagram can improve one's social skills and can balance the gap among social and unsocial employees. However, Enneagram does not guarantee that people will start acting more sociably, although it can happen. The Enneagram rather defines the communication patterns and motives of an individual.

Another recommendation for the client is that the entrepreneur should promote Enneagram primarily as a tool to develop applications including leadership, communication, teamwork and trust at the workplace instead of promoting Enneagram as a tool to develop emotional intelligence. The reason is that most companies do not actively or directly seek to develop emotional intelligence among their employees. This finding was based by an interview with Lapid-Bogda together with the Benchmark Report.⁷¹ However, the reason for the good results in the mentioned applications above is usually increased emotional intelligence. Therefore emotional intelligence is important, but the entrepreneur should make sure her clients understand the benefits of emotional intelligence if the term is used in the promotional or business strategy. For example, the client

⁷¹ Enneagram in Business, 2011. Benchmark Report July 2011 [online] Available at: http://www.theenneagraminbusiness.com/enneagram_resources/pdf/Enneagram-Benchmark-Report-2011.pdf [Accessed 3 November 2011]

could build her coaching packet by establishing clear development goals in each of the five components of EI for her clients/customers. This would help the clients understand the benefits of EI for them.

For further research it would be interesting to measure how much emotional intelligence increases because of Enneagram. This could be done in a way that the research defines a test group of people who do not know the Enneagram. Before they explore the Enneagram they could take a test that measures their level of emotional intelligence. They could take another EI test after a certain period of time when using the Enneagram. In this way, the research could compare the results to the first EI test and find out how much development they have experienced. Unfortunately, there were no resources available to conduct a quantitative analysis of this kind for this research.

6 REFERENCES

Conscious TV, 2010. Ginger Lapid-Bogda 'The Enneagram in Business'. [Video Online] Available at: <<http://youtu.be/X850AOfwHOE>> [Accessed 9 May 2012]

Daniels D. N. and Price V. A., 2000 *The essential Enneagram: The Definitive Personality Test and Self-Discovery Guide*. New York: Harper One

Enneagram in Business, 2011. Benchmark Report July 2011

Enneagram in Business, 2011 History and Theory of Enneagram [online] Available at: <<http://www.theenneagraminbusiness.com/enneagram1/history.html>> [Accessed 5 May 2012]

Indiana University, 2012. David Wechsler [online] Available at: <<http://www.indiana.edu/~intell/wechsler.shtml>> [Accessed 15 April 2012]

Goleman D., 1998. What makes a leader? *Harvard Business Review*, November-December

Casciaro T. and Lobo M. S. 2005. Competent Jerks, Lovable Fools, and the Formation Social Networks, *Harvard Business Review*. 83(6) pp. 92-99

Lapid-Bogda G., 2004. Bringing out the best in yourself at work. USA: McGraw-Hill

Lapid-Bogda G. Enneagram in Business/Enneagram monthly, 2006. Ethics: In Their Own Voices Lessons from Companies Who Use the Enneagram Successfully [online] Available at: <http://www.theenneagraminbusiness.com/enneagram_resources/articles.html> [Accessed 3 November 2011]

Lapid-Bogda G., 2004 Enneagram Monthly: Stories of Growth and Change. [online] Available at: <http://www.theenneagraminbusiness.com/enneagram_resources/pdf/SelfDev1_Lapid-Bogda.pdf> [Accessed 10 May 2012]

O'Hanrahan P., 2010 *Enneagram Work* [online] Available at: <<http://www.enneagramwork.com>> [Accessed 9 May 2012]

Palmer H., 1995 *The Enneagram in Love and Work: Understanding Your Intimate and Business Relationships*. New York: Harper Collings

Salovey P. and Mayer J. D., 1990 *Emotional Intelligence* [online] Available at: <http://www.unh.edu/emotional_intelligence/EIAssets/EmotionalIntelligenceProper/EI1990%20Emotional%20Intelligence.pdf> [Accessed 15 April 2012]

Singh D., 2001. *Emotional Intelligence at work*. New Delhi: Response Books

Sy, T., Tram, S., & O'Hara, L. A. (2006). Relation of employee and manager emotional intelligence to job satisfaction and performance. *Journal of Vocational Behavior*,68(3), 461-473.

Wa Losereewanich, Enneagram in Business, . *The Enneagram in Thailand*
[online] Available at:

http://www.theenneagraminbusiness.com/business_applications/asia.html

[Accessed 3 November 2011]

7 APPENDIXES

7.1 Appendix 1 – Interview Questions

The following questions were asked from both the Enneagram teachers and the customers. The only difference was that the experts answered from the perspective of organisations whereas the customers answered on their own behalf.

1. What are the main visible results seen in organisations when they use the Enneagram?
2. In what ways you see Enneagram developing the following components of emotional intelligence. I have added a definition by Daniel Goleman after each concept.⁷²
 - a) **Self-awareness** (the ability to recognize and understand your moods, emotions, and drives, as well as their effects on others)
 - b) **Self-regulation** (the ability to control or redirect disruptive impulses and moods. The propensity to withdraw judgement)
 - c) **Motivation** (a passion to work for reasons that go beyond money or status and to pursue goals with energy and persistence)
 - d) **Empathy** (the ability to understand the emotional makeup of other people, skill in treating people according to their emotional reactions)
 - e) **Social skills** (proficiency in managing relationships and building networks. Ability to find common ground and build rapport)

⁷² Goleman D., 1998. What makes a leader? *Harvard Business Review*, November-December, pp.93-102