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**Excerpt from *Bringing Out the Best in Yourself at Work:
How to Use the Enneagram System for Success***

Part II

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Bringing Out the Best in Yourself at Work: How to Use the Enneagram System for Success (McGraw-Hill, July 2004) shows, through story, analysis, and integration of the Enneagram with time-tested models from the field of organization development, how to use the Enneagram effectively in the most common interpersonal challenges at work. Consequently, the book is organized according to these application areas -- communication, feedback, conflict, teams, and leadership. The first chapter, "Discovering Your Enneagram Style," enables people to type themselves and learn the Enneagram system. The final chapter, "Transforming Yourself," details specific development exercises for each Enneagram style.

This book was written with multiple audiences in mind, with the hope that it serves to bring greater awareness, acceptance, compassion, and interpersonal excellence into the place where people congregate -- the world of organizations. In particular, it was written for the following groups:

For Enneagram-savvy business consultants, trainers, and coaches (or those who want to use the Enneagram in organizations):

- ❑ A framework for using the Enneagram in consulting and training
- ❑ A text for Enneagram-in-business courses and workshops
- ❑ A book to give clients that demonstrates the multiple applications of the Enneagram in organizations

For Enneagram enthusiasts:

- ❑ Information to further their understanding of the Enneagram styles in action
- ❑ A book to share with friends, family, and colleagues

For organization development consultants, trainers, coaches, and human resource personnel unfamiliar with the Enneagram:

- ❑ A vehicle for learning the Enneagram system
- ❑ A practical, thorough, and theoretically accurate demonstration of how to integrate the Enneagram with well-respected organization development models
- ❑ A new tool for the addressing workplace issues

For managers:

- ❑ A system to improve their management and leadership skills
- ❑ A structure to help them foster self-awareness, self-responsibility, respect, interpersonal effectiveness, and high performance among their staff

For everyone who works with other people:

- ❑ A method for bringing out the best in themselves at work and at home
- ❑ A way to work well with almost everyone with whom they interact

This article, the second of two for the Enneagram Monthly, contains excerpts from Chapter 6, “Leveraging Your Leadership.”

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Excerpt from Chapter 6, “Leveraging Your Leadership”

Research from the Center for Creative Leadership in Greensboro, North Carolina, found that a primary cause of executive derailment is a deficit in emotional competence. The intense emotional challenges of leadership are complex, demanding, unpredictable, exciting and rewarding, and they require the ability to manage oneself and to interact effectively with hundreds of others in both stressful and exhilarating circumstances. For these reasons, leaders must spend time in honest self-reflection. Individuals who become extraordinary leaders grow in both evolutionary and revolutionary ways, as they push themselves to meet the challenges even they cannot predict in advance.

Excellent leadership comes in many forms, and no Enneagram style has a monopoly on greatness. However, your Enneagram style shows you both your strengths as a leader and the areas that would most likely cause you to derail. This chapter presents insights about each Enneagram style: the paradigm of leadership -- a worldview based on assumptions and beliefs, often unconscious, that influence how we behave and what we tend to overlook; leadership strengths and derailers -- weaknesses that often impede a leader’s success; a description of how each leader’s greatest strengths, when used to excess, can become his or her greatest weaknesses; an analysis of the common leadership behaviors of the Enneagram style under discussion; and three ways to dramatically improve your leadership style.

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KNOWLEDGE

VIEW OF LEADERSHIP

“My job is to create an effective organization through research, deliberation, and planning, so that all systems fit together and people are working on a common mission.”

5 Leaders: Strengths, Derailers, and Common Behavior

Strengths	Derailers
- Analytic	- Detached
- Insightful	- Aloof
- Objective	- Overly independent
- Systematic	- Unassertive
- Thorough planning	- Underemphasizes relationships
- Excellent in crises	- Doesn't share information
- Persistent	- Stubborn
- Expert	- Critical of others

Their greatest strength becomes their greatest weakness when...

In their predisposition to be self-contained and their unending thirst for intellectual understanding, Five leaders run the risk of not being appreciated for all of their talents, as well as of not fully integrating an emotional component into their organizations.

Five leaders prefer to understand their organizations completely before they take strategic action. Once they have grasped the complexity of the organization's component parts -- for example, strategy, structure, skills, and rewards -- and have placed these pieces in the context of environmental trends, Five leaders are ready to garner the organization's resources. Then, they take action. The preliminary rigorous analysis undertaken by the Five leader takes time, but the results are usually always on target.

The Five leader may neglect both his or her own emotional life and that of the organization. Accustomed to detaching from their feelings at the time these occur, Five leaders will actually feel these feelings later -- sometimes deeply, and sometimes much less so. "Later" might mean minutes or hours, or it might even mean months. Because Five leaders may not fully factor emotions, whether their own or other people's, into the organizational equation, some decisions may end up incomplete. In addition, employees may feel unacknowledged or less motivated when their feelings are not considered.

The preceding description doesn't mean that Five leaders never respond to their own personal needs or the needs of others. In times of great emotional turbulence, whether it be personal or organizational, Five leaders remain steadfast. They can focus their full attention on both the issues and the persons affected and stay fully present in the situation. This,

coupled with their objectivity, makes Five leaders excellent crisis managers: they remain levelheaded about the issues, and at the same time they are compassionate toward the individuals involved.

Five leaders do not like sharing personal information in either work or nonwork situations. To their thinking, this sort of information (for example, where they live, whether they are married, or what they did over the weekend) is irrelevant at work; a discussion of it also feels like an invasion of privacy -- something very important to a Five. Fives leaders value autonomy and self-reliance, and they develop only as much interdependence with others as they feel is necessary. They do not like surprises, expectations they have not agreed to, or demands. A demand, for example, can be time they didn't expect to give or information they didn't plan to share. While Five leaders usually like people and take great pleasure in human interaction, they usually prefer to go it alone. They often carve out a private space for themselves and make it very clear to others in the organization when they want to interact and when they do not.

Five leaders are keen observers of life and often have astute insights about others. Their quest for knowledge leads them to accumulate a great deal of information from written material or other sources. Despite all of their talents and knowledge stores, not to mention their sense of humor, Five leaders don't always let their attributes show. They are reluctant to toot their own horns, they do not want everyone looking at them or talking about them, and they sincerely don't want to impose or intrude on anyone else. Marketing in general, and especially marketing of themselves, can be a real challenge for Five leaders.

Sometimes, however, the Five leader is bold, funny, and highly interactive. This shift typically occurs when the Five leader is either very comfortable with someone or is expected to perform, as in giving a speech. In a pressured situation such as the latter, particularly because it involves presenting oneself in public, Five leaders often become more extroverted and polished (as they move under stress to Enneagram Seven). When they are extremely comfortable, Five leaders can become commanding and authoritative, stepping into new situations with vigor and certainty (as they move when secure to Enneagram Eight).

3 Ways to Improve Your Leadership

<i>Focus on team interdependence.</i>	<i>Pay more attention to politics.</i>	<i>Stop strategizing and start acting.</i>
Pay attention to helping your team optimize their hand-offs to one another and increase their coordination, rather than focusing on how to optimize the competence and autonomy of each individual.	Know the political players and learn how to influence them in productive ways, rather than excessive strategizing and dismissing, ignoring, or not paying enough attention to social influence relationships.	Thinking is not the same as doing and strategizing is not the same as taking action. Err on the side of action and if you're not sure what to do, seek the counsel of others whom you respect, but make sure you move to action quickly.



CHALLENGE

VIEW OF LEADERSHIP

“My job is to move the organization forward by leading decisively, getting capable and reliable people into the right jobs, and empowering competent people to take action.”

8 Leaders: Strengths, Derailers, and Common Behavior

Strengths	Derailers
<ul style="list-style-type: none">- Direct- Self-confident and authoritative- Highly strategic- Overcomes obstacles- Energetic- Protective of others- Moves projects forward- Supports others' success	<ul style="list-style-type: none">- Controlling- Demanding- High expectations of self and others- Impatient- Agitated with a slow pace- Feels used when others do not perform to expectations- Disdains weakness- Overextends to exhaustion

Their greatest strength becomes their greatest weakness when...

With their strategic ability, authoritative leadership, and ability to both sense and support greatness in others, Eight leaders can either create exemplary organizations or deplete themselves and create intimidating, underperforming work environments in the process.

Eight leaders like to make important things happen and to create order from chaos. They usually take a very large view and are able to integrate the many components of an organization into strategic action. They grasp the complexities of the marketplace and anticipate the moves of competitors. They are willing to restructure the company and retrain all employees if necessary, and they reward people for excellent performance. When the organization has been made effective and stable, Eight leaders might choose to create new challenges, to remain with the company but disengage from its core workings, or to move on.

Commanding and demanding, Eights commonly lead by example and expect others to follow suit. With an ability to sense potential in people, Eight leaders offer others both support and opportunity, most often behind the scenes. Insightful, Eights often spend time alone attempting to analyze both themselves and the people who work for them. Eight leaders try to be understanding and supportive, yet they still hold people accountable.

In situations in which their ability to get things under control does not work or in which people who work for them do not take initiative and perform to expectations, Eight leaders take the disappointment personally and become frustrated. When Eight leaders reach their frustration level, which is usually sooner than is the case for many other Enneagram styles, their feelings and sensations begin to rise internally. The frustration leads to anger, which the Eight

leader usually tries to contain. However, it is very difficult for Eight leaders to hold back strong feelings; they are very likely to say what is on their minds, whether it is during a meeting or a one-on-one conversation. The Eight's honesty, insight, directness, and intensity combined with their frustration and anger invariably leads to combustion. Those on the other end can feel intimidated, furious, blindsided, or all three. This is not usually the intention of the Eight leader, who afterward may feel a sense of guilt. At the same time, the Eight leader may not feel regret; after all, he or she was just being honest!

Eight leaders do not appreciate being blindsided themselves. They strongly prefer advance warning of difficult issues so that they can strategize and prepare. They will surround themselves with people whom they perceive as able to provide wise counsel, and they seek input before making big decisions. Ultimately, however, the decision is theirs, and Eight leaders stand behind their choices. Eight leaders actually appreciate people who face them directly, without backing down. Eights like having their energy met, and they respect strength in others.

Eight leaders will also stand up for what they believe is just and fair in the organization, even if this has negative consequences for them. Eight leaders will shield those who need their help; at the same time, they dislike weakness in others. This may sound like a contradiction, but it is not: the difference lies in whether the Eight leader perceives the other person as someone truly in need of help or as a weakling, since Eights are disdainful of weakness in those who can defend themselves. This issue touches on what lies hidden behind the Eight leader's bold exterior -- a soft and vulnerable interior that is often only seen by those closest to the Eight.

When Eight leaders choose to take time for themselves instead of sacrificing themselves for the organization, they can become very quiet and reflective (as they move under stress to Enneagram Five). When they allow themselves to relax, Eight leaders show a deeply warm and generous side (as they move when secure to Enneagram Two).

3 Ways to Improve Your Leadership

<p><i>Never yell at work!</i></p> <p>As frustrated as you may feel and even if you are not directing a raised voice toward a particular person, the price paid for yelling (fear, disrespect) is never worth it.</p>	<p><i>Be careful about blaming others.</i></p> <p>When something for which you are responsible does not succeed as planned, be careful that your tone of voice, line of questioning, and general approach do not make others feel blamed. The perception of being blamed shuts down candid conversation and effective problem solving.</p>	<p><i>Consider opposing points of view.</i></p> <p>Ask yourself every day: <i>Who and what am I not listening to?</i></p>
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Suggestions for Working on Change

Because your leadership style is directly connected to your Enneagram style, the Enneagram will be an invaluable tool as you move forward and increase your leadership capability. The following suggestions will help you get started.

❑ ***Appreciate and use your special leadership gifts***

Learning to appreciate what comes naturally to you can be a challenge. Every leader must have followers, and these gifts are what attract people to you. Know who you are and appreciate what you bring to leadership.

❑ ***Expand your leadership paradigm***

Your leadership paradigm or worldview determines what you think is important, which in turn influences how you behave. Paradigms are not necessarily good or bad; they are useful, yet they also limit behavior. Expand your leadership paradigm, and you will expand your leadership repertoire.

❑ ***Leverage your leadership strengths, but do so in moderation***

Strengths, used to excess, invariably become weaknesses. Know your strengths and use them, but not to an extreme. Using your strengths in moderation will also encourage you to expand your skills into new areas and to rely on the strengths of others in new and productive ways.

❑ ***Take your leadership derailers seriously***

Derailers can take even the best leaders off-track. It is best to know what these areas are and to work on them as a preventive measure *before they cause any serious difficulties*.

❑ ***Solicit feedback***

Discuss the strengths and derailers associated with your Enneagram style with people who know you well at work, and ask them for honest feedback on how these compare with your leadership behavior.

❑ ***Work with a coach***

You might find it useful to work with an experienced executive coach, preferably someone familiar with the Enneagram. As you work toward the goals mutually agreed upon by you and your coach, you can use the Enneagram to help better understand your leadership style, and you can further your explorations to include the deeper issues related to your Enneagram style.

❑ ***Dare to do something different***

Read chapter 7, "Transforming Yourself." Pick some activities that you know you can and will do, and also choose some that may seem unusual to you or are out of character for you. The latter choices may end up being the best because they are more likely to stretch you beyond your comfortable behavior patterns.

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