PERSONAL FEEDBACK REPORT

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Ennea International CPT

Five Lens Completion Date: 18 Apr 2018

ennea international

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About Ennea International

"Ennea International Holdings Limited" provides innovative products and holistic solutions that promote team effectiveness. We focus on creating quality leadership and winning teams that are characterised by high performance and effective working relationships. In order to achieve positive sustainable change, we combine product, process and methodology, including Integral Coaching combined with an Action Learning methodology. Our interventions are typically designed to span several months to ensure that change is implemented in a way that is enduring. In developing our products, extensive expertise and experience in industrial psychology and executive coaching is combined with a thorough understanding of the theoretical foundations of individual and organisational systems to produce developmental assessment reports and processes that enable our clients to quickly experience a positive difference.

About this PFR

The Personal Feedback Report (PFR) provides individualised feedback across five core models which serve as lenses through which feedback andinsight is offered. In addition to containing detailed feedback based on Ennea International's 'Five Lens Questionnaire' (5LQ), the PFR contains developmental coaching questions designed to stimulate reflection and action. The PFR is often used in conjunction with a personal coaching program or other developmental processes.

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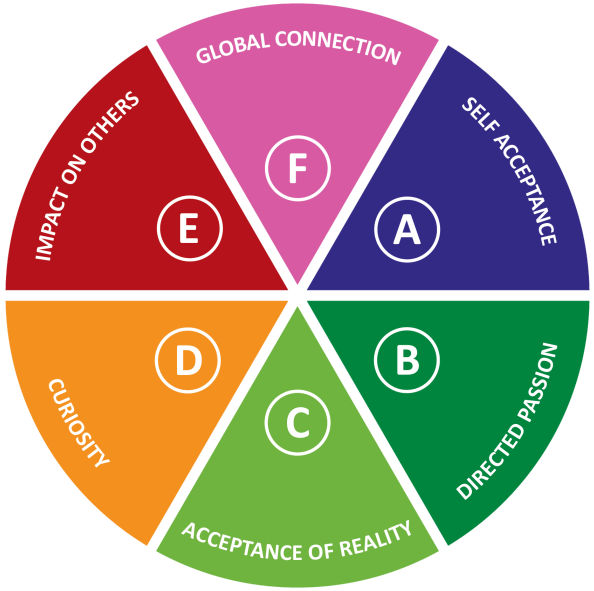
Personal Mastery Factors



What is Personal Mastery

Personal Mastery consists of a number of scales. Based on the work of Peter Senge, it measures factors that contribute towards emotional maturity and resilience. People who score high on these scales are likely to cope with life in a mature way and overcome difficulties they encounter with relative ease.

In Senge's own words, this concept is defined as follows: "People with a high level of personal mastery live in a continual learning mode. They never 'arrive'. Sometimes, language, such as the term 'personal mastery' creates a misleading sense of definiteness, of black and white. But personal mastery is not something you possess. It is a process. It is a lifelong discipline. People with a high level of personal mastery are acutely aware of their ignorance, their incompetence, their growth areas. And they are deeply self-confident. Paradoxical? Only for those who do not see the 'journey is the reward'. " - (Senge 1990: The Fifth Discipline: The Art & Practice of the Learning Organization)

The six factors on which we focus our attention aggregate to provide an overall index, that suggests the degree to which an individual has progressed on this personal journey. A critical aspect of this index is its relative nature, because it is reported in terms of the population in which you find yourself.

Insights

The term 'personal mastery' is used to describe a person's ability to maintain internal stability at the ego level of existence. Someone who has achieved personal mastery is able to successfully manage their dependency needs, and has learned how to become viable and independent in the sense that they are self-sufficient, and are not beholden or dependent on others for their survival, relationship and self-esteem needs.

Learning to develop your personal mastery skills and capabilities is largely a cognitive process that requires a commitment to personal growth. The skills and capabilities involved are simple and easily understood, as long as you remember that whatever emotions you are experiencing have been created through your beliefs

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MASTERY FACTOR TRIADS

The six mastery factors may be viewed as representing two general movements. The first is characterised by directed action in the achievement of objectives and making connections with others while the second is an acceptance of the current reality regarding self, others and world. These may be termed active and passive and are represented on one of the oldest symbols known to man.

The **Active Triad (AT)** consists of (B) Directed Passion, (D) Curiosity, and (F) Global Connection suggesting the expenditure of energy in pursuit of goals and connections in the world out there.

Its **Passive Triad (PT)** counterpart groups (A) Self-Acceptance, (C) Acceptance of Reality, and (E) Impact on Others which represent different aspects of the willingness to live with reality rather than oppose it. Ideally, these two are in balance and suggest the wisdom to discern what can be changed and what must be accepted as a part of the current reality.

THE PASSIVE DIMENSION

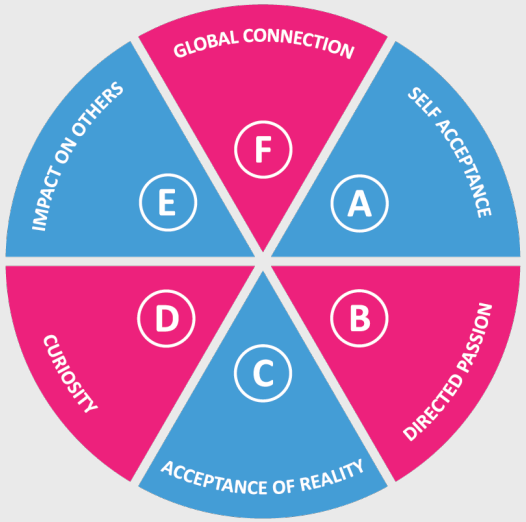
At a VERY HIGH level:

- It appears that you are largely able to live comfortably with your current situation and although you may sometimes find some aspects somewhat less than satisfactory, you are able to overlook these or accept them to some degree.
- While you may have the strength and confidence to change these aspects, it is also possible that they cannot be changed and exist as an inherent feature of your current reality.
- If certain aspects of your current reality are in some way less than acceptable, it is important to assess whether changing them is, firstly, possible and how, secondly, changing them will alter your reality. One should be aware of possible “ripple effects” when changing things.
- It is important that your acceptance of your reality does not rest on a resigned unwillingness to “rock the boat” and suggests that you are willing to accept that which is not really acceptable in order to keep the peace.
- It is also important to explore whether you are willing to accept ineffective behaviour that really needs change in the belief that it is an immutable aspect of your reality.

THE ACTIVE DIMENSION

At a HIGH level:

- You are quite probably rather driven to achieve in your field or profession and this may be the result of a need to be recognised and acknowledged for your achievements.
- It is possible that you usually prefer to be in a leadership position where you are able to play a role in setting the agenda for your team or section.
- You may be passionate about areas of your work and expend a large amount of energy developing them, possibly spending too little time relaxing or socialising.
- You will probably have a fairly strong sense of connection to the greater world around you and feel the need to establish relationships with others in your field or profession.
- You are probably aware of new developments in your field of expertise and carefully keep abreast with these, promoting the implementation of new ideas wherever this is possible.



MY OVERALL PERSONAL MASTERY

At a HIGH level your Personal Mastery suggest that...

- You may be rather well-adjusted and have few difficulties dealing with life.
- You are probably able to contain your emotional reactions to a fairly large degree.
- You could see yourself in a rather positive light and recognise your own value.
- You have few difficulties accepting your life and the world around you as it is.

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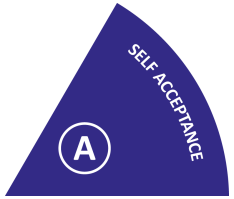
Self Acceptance



This factor indicates the degree to which you view yourself positively and experience a sense of personal achievement in your life, readily facing challenges and acknowledging your ability to learn from your experiences. On the one hand, a sense of personal satisfaction and achievement may suggest self-confidence and even pride while, on the other hand, shame, embarrassment and a need to hide the truth about yourself may seriously lower your self-confidence.

Directed Passion

This factor provides an indication of the degree to which you have a passionate sense of direction in what you do in both your work and private life. This suggests, on the one hand, a strongly inner-directed sense of motivated purpose and drive, while, on the other hand, it suggests a somewhat disinterested approach to your work, arising from the need to earn a living by doing something about which you feel little or no passionate interest.

Acceptance Of Reality

This indicates the degree to which you are able to accept life and the circumstances of your life without resistance or discomfort. On the one hand, fully accepting that there are things that you are unable to change or even influence, it suggests an attitude of resignation and willingness to make the best of any situation. On the other hand, a dissatisfied and frustrated attitude may arise that is characterised by persistent anger and irritation directed at circumstances that are beyond your control.

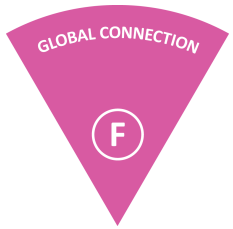
Curiosity

This indicates the degree to which you are inclined to ask questions and seek answers to these by various means including reading widely and making use of electronic media such as the internet. On the one hand, this may imply an open-minded and enquiring attitude to life suggesting a wide range of interests and a hunger for knowledge. On the other hand, a person with little interest in finding out more about the world around them is suggested. Such a person may believe that they already have all the answers that they need or have little inclination to ask questions for some reason.

Impact On Others

This factor indicates the degree to which you interact with others in a way that results in your being perceived as significant in their lives. While this could imply a person with an outgoing and sociable nature, this is not necessary, and the degree to which the individual permits others to come to rely on him or her for support in some way is more significant. The converse suggests a person who is rarely seen as significant to others and who may avoid situations in which others come to depend on him or her in any way, possibly having little need for the personal recognition or affirmation that this may elicit.

Global Connection



This factor indicates the degree to which you feel connected to humanity as a whole in a way that transcends nationality or other limited group affiliation. This may imply an acceptance of all others as equal and the need to form connections with people around the globe in a widely-spread network of personal contacts giving you a sense of being connected to humanity as a whole. Conversely, you may have a fairly strong sense of belonging to a single national or racial group and feel that those who are not members of this group are "outsiders" with whom you may feel little need to connect or interact.

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FACTOR A: SELF-ACCEPTANCE

Are you able to accept yourself just the way you are?

Your Self-Acceptance

Self Acceptance

LOW ACCEPTANCE	HIGH ACCEPTANCE
Sense of embarrassment	Personal satisfaction
Sense of few achievements	Proud of achievements
Reduced self-concept	Positive self-concept
Hides mistakes	Learns from experience

Your HIGH score on this scale suggests that...

- You may appear to be quite positive about yourself and probably accept that where you may feel a little inadequate at times, this can be changed with experience.
- You welcome situations that allow you to learn new things and very rarely feel the need to obscure your actual qualifications or ability.
- You could be quite proud of your achievements and feel that you have mostly made the most of the opportunities that life has presented to you.
- You are probably fairly self-confident and willing to accept yourself the way you currently are, while accepting that there is always room for personal improvement.

What this could mean to you:

- You may be inclined to feel proud of your ability and respect yourself as a capable and competent person in most contexts.
- You may be driven to accelerate your own learning in order to overcome any areas that you feel are inadequately developed.
- While it is unlikely that you will feel the need to hide mistakes and poor decisions, this may occasionally occur when you feel you can clean up your own mess.
- Most significantly, this suggests that you are likely to feel confident about your ability and have little need to create a false impression about your qualifications or skills.

Insights

It is said that: "You can search throughout the entire universe for someone who is more deserving of your love and affection than you are yourself, and that person is not to be found anywhere. You, yourself, as much as anybody in the entire universe, deserve your love and affection." Self-acceptance means that you are happy with who and what you are, but it does not mean that you give up any hopes of change or improvement. Self-acceptance is a necessary first step towards self-improvement, because you need to see the truth about yourself and accept it and then decide whether or not you can change. If you accept yourself, you can also value yourself and tell others that they should respect who you are. You will also be able to accept others and not demand that they try to reach your standards.

Reflections

- In what areas in your life do you believe that there is room for improvement?
- While you will probably appear self-confident and self-assured, are there times when you feel unsure about yourself or experience some degree of self-doubt? What are these?
- Do you ever have difficulty admitting that you are not certain about some issue or that you do not have the answer to a question? Give examples of this.

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Self Coaching

To assist you, a series of questions is included with the discussion of each of the Personal Mastery factors which follow. These questions are designed to explore the ways in which these factors may interfere with your interactions with others, and may allude to alternative behaviours that may be more effective. It may be worthwhile paying them some attention as they may draw attention to issues that could be addressed, thus even further enhancing your way of being in the world:

When things go wrong, how do you react? (e.g. blame others; leave the situation for others to discover; or get the required assistance and then reflect on the situation and find ways in which you could have done things differently?)
Blaming others is sometimes referred to as 'projection'. It is actually a defence mechanism that protects us from having to take responsibility or accountability. If you're in the habit of projecting, then it may be quite difficult for you to modify your own behaviour. It is only by taking responsibility for everything that happens to you that you can truly become a master of your own life.

When you make a mistake, do you ever feel the need to hide it from others?
This is not uncommon and may result from you not trusting your environment. Do you ever feel forced to lie because the consequences of telling the truth are far worse than you are prepared to risk in the situation? How do you feel about this?

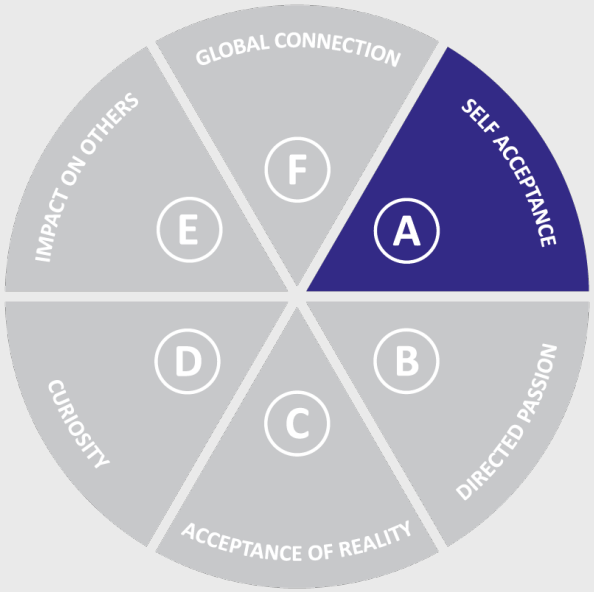
How do you feel when people point out your ineffective behaviour?
This alludes to the way you receive feedback from others and suggests the extent to which you are willing to listen to other people's input. It's worth remembering that the social mirror is one of the most effective ways of learning about yourself. Do you ever get angry or embarrassed and react emotionally in some way? Do you feel that the feedback you get is constructive? How would you prefer feedback to be given?

To what degree are you able to trust your work environment to support you when you make a mistake?
Do you focus on learning how to do things better or do you blame people when things go wrong? How do you feel about this?

To what extent do you consider the effectiveness of your behaviour and try to find better ways of dealing with issues?
This looks at the degree to which you are aware of your own behaviour. You cannot really change your behaviour unless you are aware of it, and this is sometimes the first step in improving your relationship with the world around you.

To what extent do you try to present yourself to others in a way that is somehow better than you actually are?
This may occur in specific circumstances which you may need to identify. What does this say about you?

To what extent are you satisfied with your progress in life; or are you ashamed of not having achieved more?
This question is at the base of this dimension of personal mastery; and your answer may provide the clue to understanding your behaviour in this regard. While pride is often seen as a negative trait, feeling proud of what you have achieved is healthy and is an example of positive self-affirmation (as long as it doesn't lead to arrogance). Shame, on the other hand, represents the foundation of a wide range of negative behaviour. Explore these concepts carefully and ensure that you are clear on what you feel about yourself in this regard.



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FACTOR B: DIRECTED PASSION

How passionate and motivated are you in your life?

Your Directed Passion

Directed Passion

DISPASSIONATE	PASSIONATE
Unclear direction	Self-directed
Disinterested	Motivated
Unfocused	Clear purpose
Reduced sense of purpose	Energetic
Reduced sense of passion	Passionate

Your HIGH score on this factor suggests that...

- You are probably interested in your line of work and find it stimulating.
- You may have a sense of personal direction and find that it is fulfilled to some degree by your work.
- Financial reward is probably a relatively small part of your motivation to do what you do.
- You may be quite passionate about your field of work.

What this could mean to you:

- It is unlikely that you wait for instructions that set your direction and you will tend to act on your own accord.
- You will rarely perceive the time spent at work an imposition and usually find what you are doing personally stimulating.
- It is possible that you are an inspiration to others and come across as rather enthusiastic and stimulated by the work you do.
- You have more than likely internalised the objectives of the organisation and act in an inspired and creative way in achieving them.

Insights

Passion may seem an odd word choice when paired with career, but rest assured that one of the most important elements of personal happiness is being passionate about your career and your work. You do not want to be one of those people who live for the weekends and dread Sunday evenings. Life is too short to not love the work you do. Finding a career about which you are passionate is an important component of fulfilment in life. Sometimes these jobs may not be the highest-paying jobs in the world; but career passion is not about the money. It's about how the job makes you feel inside. Loving your job and career will go a long way towards loving your life. So, take the time to find your career passion. The ideal scenario is one where you find a career that combines what you love to do with what you're great at doing.

Reflections

- Are there aspects of your work that are not aligned with your personal passion and values?
- Is there possibly something you would prefer to do in your life?
- Do you get the opportunity to do this in other parts of your life?
- Is there anything that can be done to make your current line of work more personally satisfying?

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Self Coaching

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To what extent have you set goals in your life, about which you are truly passionate?
Try to identify your personal dream and to clearly put it into words. If your dream has been lost, try to find it again through this exercise. Are you afraid to dream? Are you aware of anything that makes your personal dream impossible to achieve? If this is the case, what happened that led to this?

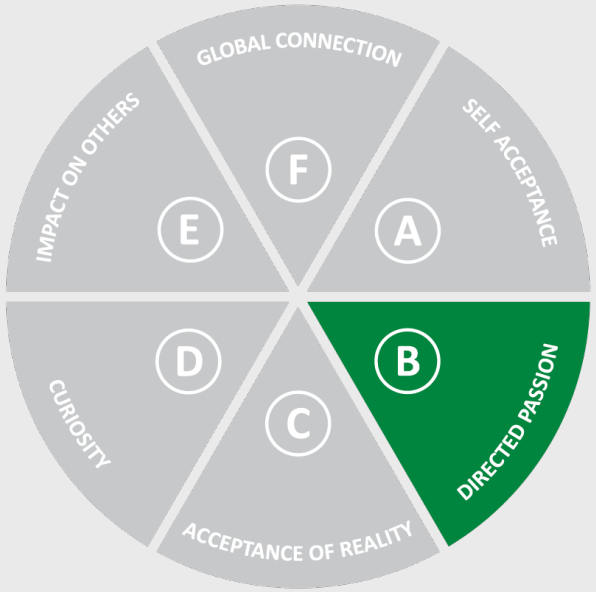
How clear is your vision of what you set out to achieve in life?
Do you derive personal pleasure or satisfaction from pursuing it? This is the next step in using this technique and makes the other aspects possible. Consider an objective that you are currently aiming to achieve. How clear is your picture of the completed objective? It is important that we enjoy our achievements. Do you enjoy yours?

What check-points have you set, if any, to evaluate if you are on track?
This is an important feature of this skill because it ensures that you are doing what you need to do. How do you set milestones along the way to your achievements? Do you continually monitor these and, if so, how do you do this?

To what extent do you find that you get unexpected support from people that helps you achieve your goals and reach your vision?
This introduces the idea of the 'law of attraction' and is closely involved with setting a vision and being able to feel or experience what the final outcome will be like. The clearer your vision, the more you will be supported in apparently coincidental ways.

To what degree do you feel your personal dream is significant for others in the world?
In answering this, assess the degree to which your dream, if achieved, will better the lives of others. Are they aware of your dream? Are they already able to benefit from what you have achieved? In what ways do you see them benefitting?

To what degree do you feel that your life serves a valuable purpose?
This last question is highly significant in determining the way you feel about yourself and your life, and represents the real significance of this dimension. What is it that you offer the world? How much does it mean to you? In evaluating this, remember that the way you perceive others' opinion of you is really a reflection of your opinion of yourself.



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Your Acceptance of Reality

Acceptance of Reality

LOW ACCEPTANCE	HIGH ACCEPTANCE
Dissatisfied	Accepting
Pessimistic	Optimistic
Blaming	Responsible
Reactive & irritable	Proactive
Negative & cynical	Positive

Your VERY HIGH score on this scale suggests that...

- You may have come to the conclusion that many events of the world around you are inevitable.
- You may have little or no need to control events and may largely accept that things often just happen without clearly defined cause.
- You may have discovered a sense of happiness in life and rarely feel frustrated or irritated.
- You may have very few beliefs about how things are supposed to be and rather accept things the way they are.

What this could mean to you:

- You have learned that you cannot control the uncontrollable and this allows you to fully experience the joys of life.
- You are able to accept life as it is and find this allows you to appreciate the things around you.
- You will tend to ask questions that people can answer and accept their answers in the spirit of understanding. This will encourage others to be honest with you.
- You have learned not to judge the world and other people in terms of your expectations and rather accept them for who they are.
- You will tend to appreciate life the way it is and others will be deeply affected by the positive example you set.

Insights

The most effective attitude to adopt is one of supreme acceptance. The world is full of people with different characters and temperaments. We all have a dark side, a tendency to manipulate, and aggressive desires. The most dangerous types are those who repress their desires or deny the existence of them, often acting them out in the most underhanded ways. Some people have dark qualities that are especially pronounced. You cannot change such people at their core, but must merely avoid becoming their victim. — Robert Greene (Mastery)

Reflections

- What is able to affect your positive attitude towards life?
- Are you sometimes disappointed by other people? What disappoints you the most?
- Do you still have any expectations regarding others and the world? How does this impact on your life?
- To what extent do you still sometimes judge or criticise others who do things in a way that is different to you?

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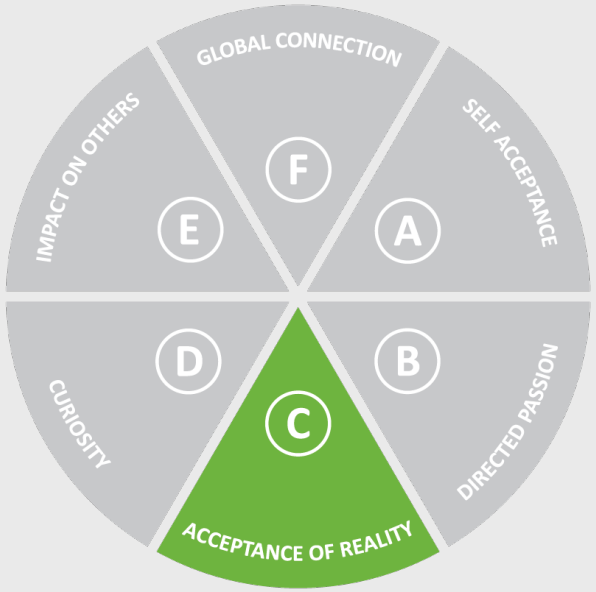
To what degree do you accept yourself and your situation in life for what it is?
Do you feel you would be better off somehow different? Is it possible to become this different person? If so, what are you doing about it? If not, how can you come to accept the simple truth about yourself and be yourself in the best possible way?

How often do you feel upset or angry about mishaps that occur in your life?
While these emotions are useful in driving change, they are ultimately ineffective because they make no difference to the situation. Give an example and describe how you reacted.

To what degree are you able to deal with disappointment in an accepting and calm way?
Accepting that things will not always go your way is very important. Dealing with disappointment in an accepting and calm way is a clear indication that you have learned to deal with life effectively. What are the situations that you are able to accept philosophically?

How often do you have rigid expectations of other people's behaviour and perhaps try to impose these on them?
It is said that the road to hell is paved in expectations, because life will take its own course regardless of what you expect. Becoming upset is really about not having your expectations met rather than what really happens. Give examples of your brand of expectations. What is their origin?

To what extent do you judge yourself and others against high ideals of some kind?
It is likely that if you should judge others, you will tend to judge yourself first, although you may be somewhat unaware of this in some cases. What is the ideal and from whence does it come? Do you manage to live up to it? What makes it so important to you?



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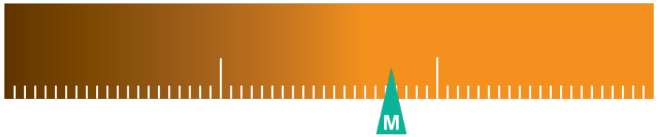
FACTOR D: CURIOSITY

Are you willing to learn new things and find out more about the world?

Your Curiosity

Curiosity



CLOSED-MINDED	OPEN-MINDED
Rigid attitude	Flexible attitude
Avoidant	Engaging
Disinterested	Active interests
Limits knowledge acquisition	Seeks knowledge
Unquestioning	Questioning

Your MID-RANGE score on this scale suggests that...

- You may be somewhat afraid of the unknown and sometimes prefer to avoid unknown situations.
- You could have some difficulty keeping an open mind and sometimes find having to adapt to new ideas rather challenging.
- At times, you may be somewhat afraid of making a fool of yourself by asking questions because you think you may appear ignorant or silly.
- You may have been discouraged in some way from asking questions, although you are probably willing to challenge this at times.

What this could mean to you:

- You may occasionally tell people what is going on rather than ask them and this may suggest that you sometimes work on assumptions rather than real information.
- You may feel overly-loaded by new information at times and may try to limit your exposure to novel ideas in some way. This means that you could discount new ideas before carefully considering their value.
- However, you may at times be sufficiently open-minded to listen to others, consider what they have to say and, in this way, extend your existing knowledge framework.
- You may have started to overcome your fear of asking questions and may even explore those things that interest you more deeply.

Insights

Curiosity is about more than keeping an open mind. Curious people are seekers who not only enjoy new experiences, but actively look for challenges that will stretch them, whether that involves making new friendships, learning new skills or pushing themselves to do their best work. Most significantly, they are willing to take risks. So how can we become seekers ourselves, and develop a more curious attitude? "The first thing to do is recognise the moments you feel uncomfortable," says Professor Todd Kashdan. "When you're avoiding a situation, it's a good sign that there's something novel there, something uncertain, and you can take advantage of that to experiment." Even better, our curiosity can be contagious, and helps to strengthen our relationships.

Reflections

- To what extent are you afraid of asking questions and discovering new information?
- Do you feel that you make a fool of yourself when you ask someone to clarify what they are saying? Think of examples of this.
- Are you quite easily bored? Does this make finding out information rather tedious to you?
- Are you willing to take calculated risks? If not, what prevents you from doing so?

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Have you, at any point in your life, been discouraged from asking questions?
What were the circumstances and who was involved? What was the effect of this behaviour on you? Does it still have any effect on your behaviour?

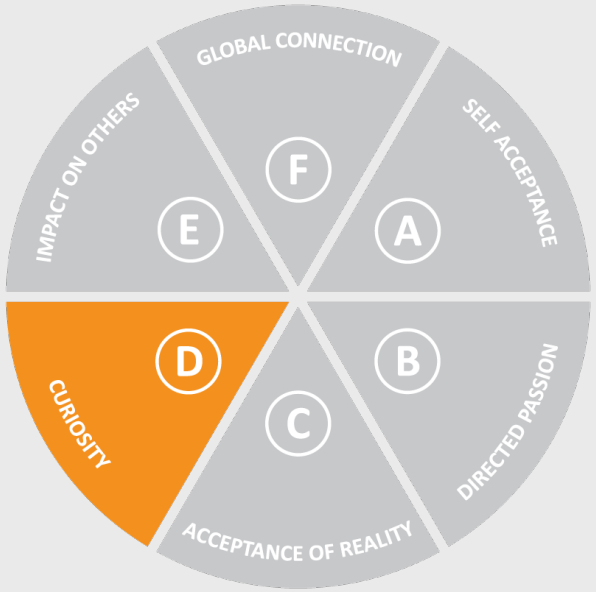
How often do you make a point of checking the validity of your assumptions about various situations in your life?
The power of this behaviour lies in its ability to prevent one from leaping to conclusions, rather than discovering the truth.

To what extent do you ask questions of well-informed people when you need to know something?
How often do you think you already know the answers, and prefer not to ask any questions? This relates to the same behaviour but in a different context. One needs to ask in order to find out and to learn.

How frequently do you read articles relating to your occupation or interests?
New developments are constantly happening all around us, and the only way to keep abreast of these is to read relevant articles or reports. This behaviour is critical to our success, and is not always present to the required degree.

Does your level of curiosity affect the way you relate to the people who are significant in your life?
In answering this, explore the degree to which you remain in contact with other people and the way in which you remain aware of what is happening in their lives. Curiosity may be restricted to academic information or it may spread to include details of those around you. It is possible that you are seen as an interrogator. How do you relate to this idea?

Do you consider yourself to be an expert on any particular topic?
What is this topic and how have you become an expert? What effect does this consideration have on the way in which you treat people when discussing or consulting on this topic? How do you treat people asking you about this topic or discussing it with you?



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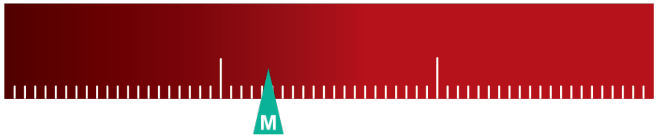
Your Impact on Others

Impact on Others



LITTLE INFLUENCE	STRONG INFLUENCE
Feels insignificant	Feels significant & influential
Avoids influencing	Readily shares ideas
Unsupportive of others	Supports others
Avoids interaction	Enjoys interacting

Your MID-RANGE score on this factor suggests that...

- You may sometimes view yourself as somewhat less significant, impactful or influential than the people you encounter.
- You may sometimes feel a bit negative about both yourself and other people.
- While you are able to perform adequately in social situations, you may sometimes feel rather restrained and find speaking to certain people quite challenging.
- While you are generally quite confident, you may find it difficult to boldly engage with others at times.

What this could mean to you:

- You may occasionally find yourself feeling that other team members are more important or significant than you are and resist sharing your ideas and feelings.
- Yet you probably understand the part you play in the team and perceive its significance to the team's overall objectives.
- At times you may produce valuable insights and suggestions that are both accepted and applied. This may give you a sense of importance in the team.
- While you probably see situations where you could contribute meaningfully, you may be inclined to carefully think through your ideas in case they are not acceptable to the others.
- You probably feel like an integral part of the team and you may be learning to become more outspoken and to trust in your own value to others.

Insights

We all influence the people around us every day of our lives and are, in turn, influenced by them. Sometimes our impact is positive and powerful; but it can also be overwhelming (too powerful) inappropriate or weak. Because our view of the impact we have on others is, by its nature, so subjective; it is very difficult to know how and why things go wrong, or deviate from the way we had hoped. Our capacity to impact on others is greatly affected by our understanding or misunderstanding of society's rules and conventions. This can give rise to a feeling of not being 'allowed' to speak our mind or of it not being 'right' to influence other people - "Oh that's manipulation, I couldn't do that". So the first place to look when you start designing the way you impact others is to identify the issues that trip you up and which undermine your ability to choose the impact you make.

Reflections

- What factors seem to occasionally hold you back from engaging with others in social settings?
- To what extent do you have confidence in your social and intellectual ability?
- What skills could you improve in order to increase your impact on others?
- What are your most valued characteristics that you feel others will find appealing and remember you for?

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Self Coaching

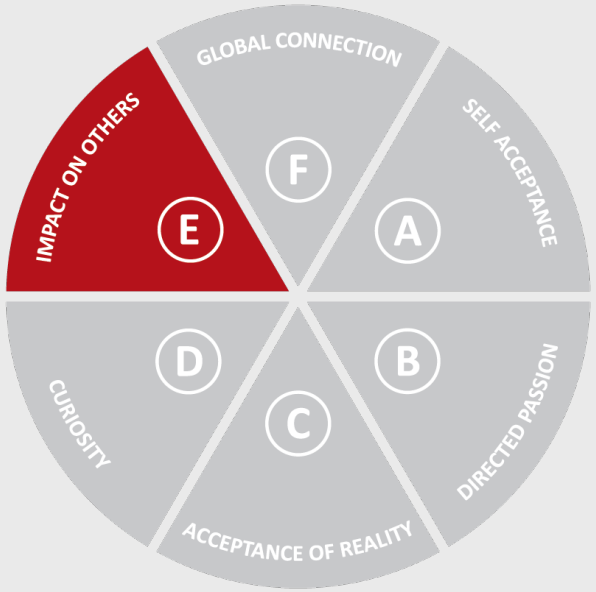
To assist you, a series of questions is included with the discussion of each of the Personal Mastery factors which follow. These questions are designed to explore the ways in which these factors may interfere with your interactions with others, and may allude to alternative behaviours that may be more effective. It may be worthwhile paying them some attention as they may draw attention to issues that could be addressed, thus even further enhancing your way of being in the world:

Do you consistently feel that you are on the same level as other people when you meet them?
This may seem like a strange question, but it really questions the significance you feel in social settings. Do you feel you have something to offer? Do you feel that you lack something? Can you identify what it is?

To what extent do people rely on you in some way? What do you offer them?
These are crucial questions in this aspect of mastery. To feel significant, you need to be needed by others in some way and have something of value to offer.

To what extent are you involved in providing a service to people in some way other than your work?
Seeking to be of service to others is a way in which you can increase your sense of value. There are many service organisations that would welcome new members.

To what extent do you feel insignificant and alone in life?
You may experience disconnection at times and it probably feels like you should do something about it. How you respond to this tells you a lot about how easily you can approach other people. Consider how you could overcome feeling this way and what actions you could take if you should feel this way.



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Your Global Connection

Global Connection

LITTLE PURPOSE	GREAT PURPOSE
Feel somewhat isolated	Feels connected
No sense higher purpose	Sense of higher purpose
Non-spiritual	Sense of spirituality
Feels unsupported in the world	Feels supported in the world

Your MID-RANGE score on this scale suggests that ...

- You may have a sense of being somewhat connected to other people.
- You may be concerned about the well-being of the world at times.
- You may be somewhat spiritual in your outlook on life.
- You may feel that you are occasionally supported by forces greater than yourself.

What this could mean to you:

- While you could still have some difficulty accepting the idea that we are all connected in some way, you are able to feel supported by those around you.
- While you can accept people who originate from other cultural groups very different from your own, interacting with them may cause you some discomfort at times.
- It is possible that you are learning to be more concerned about the well-being of the world and to work to improve things for all.
- You may have started on some sort of spiritual quest and seek deeper meaning in your life.

Insights

It is suggested by some that in a social system, an individual's success is ultimately motivated and measured by the society in which he or she lives. In this context the individual is constantly working to fulfill the goals of that society in one way or another. Frequently unaware of this dynamic, individuals attribute their accomplishments to themselves and this egoistic perception isolates individuals from one another, making them unaware of how they affect the whole system. At a global level, this creates crises in all realms of life, threatening the very survival of the whole. Yet, these crises may help form a new perception wherein the individual considers the success of society equal to his or her own. It can be argued that this change in perception provides the correct motivation for all individuals, and promotes the survival and prosperity of the whole world and its people.

Reflections

- To what extent do you accept spirituality as a personal reality?
- In what ways does this find expression in your life?
- To what extent do you try to possibly limit your dealings with strangers or foreigners?
- You seem to be able to accept support from others and the universe. To what extent is this true?

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Self Coaching

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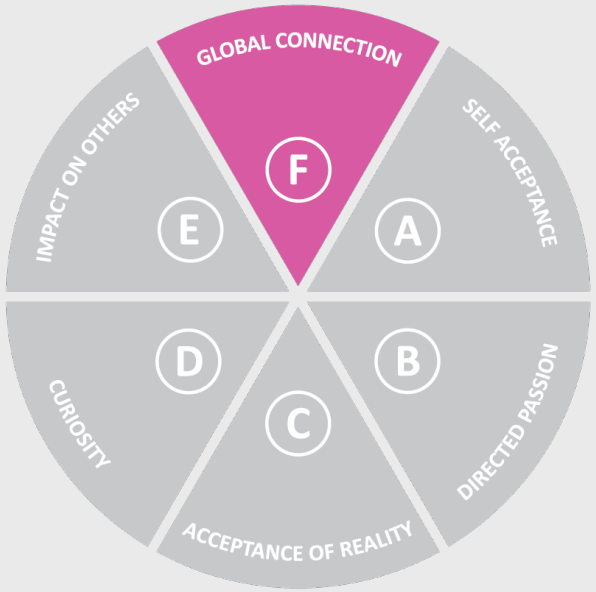
To what extent are you connected to a sense of community or of a collective?
This could look like a commitment to a neighbourhood or community initiative, or being affiliated with a religious or spiritual group, or a commitment to some form of environmental activity or initiative. Perhaps you do not yet experience a need to be connected in the way in which this aspect of mastery suggests. On the other hand, you may already have made commitments in this area. Where do you stand on this aspect right now?

To what extent do you feel that you contribute to something that has an influence on the entire planet or on the larger population?
You may already be a part of a 'collective' or group without being aware of it, and you may already be making some kind of contribution through many of the things that you routinely do. For example: do you recycle, would you refuse a position in a tobacco company out of principle, do you offer your services in a volunteer capacity for people less privileged than you?

How do you benefit from being connected to the entire planet in some way?
Would you recommend that others find a similar connection? What do you get out of feeling connected to people all around the planet? Does it add to your life? If so, how? How would you describe this concept to someone who does not experience the same need?

To what extent are you able to treat people from different nationalities and backgrounds in the same way?
This raises the issue of a common humanity and the wish to see humans from anywhere on the planet in the same way, without any sense of their being foreign.



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RESILIENCE COMPONENT MODEL

Resilience is a fundamental temperamental factor that relates to a cluster of attributes including emotional stability and self-efficacy, both of which contribute to a 'can do' attitude. This allows individuals to cope with adversity because they feel adequate and believe that they can cope despite the magnitude of the issues that they face. On the other end of the dimension, we have an individual who finds it difficult to deal with the slightest adversity and who becomes immobilised in stressful situations. This converse 'can't do' attitude rests equally on the lack of self-efficacy.

RESILIENCE FACTORS:

FLEXIBILITY a Mental-Intellectual characteristic. Flexibility is a major component of resilience and indirectly suggests adaptability, optimism and positivity. It means that you will be able to remain open to possibilities and apply your mind to overcoming difficulties. Focusing your attention on a positive outcomes may well increase the chances of one arising.

EMOTIONAL STABILITY an Affective-Emotional attribute. Stability, when applied to human emotions, refers to a state of being predictable and not easily swayed. People who are emotionally stable act in a rational manner when faced with challenging situations. They are able to effectively work through daily issues without becoming overly upset, anxious or angry.

SELF-EFFICACY a Directional-Motivational aspect suggesting self-confidence. Self-efficacy is an effective predictor of people's willingness to take on challenges, learn new things and aspire to success. While there is a certain central construct that affects the individual's general sense of capability, there are specific capabilities that are sufficiently significant to have their own index of efficacy.

In other words, head, heart and gut. If any one of these is under-developed, the likelihood of an individual showing enhanced resilience is severely diminished. All three of these factors serve to overcome fear and where they are inadequately developed the specific type of fear they offset tends to surface.

Individual resilience develops when fears are overcome and self-assurance is established.

Insights

- To what extent do you find that you become rigid and dogmatic when pressure mounts?
- To what degree do you feel that you are able to cope in the midst of difficult situations?
- To what extent are you inclined to doubt your ability to do what is required in a stressful situation?

Support your answers with real examples and then assess which of these three aspects present the greatest challenge and requires the most development.

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Reactive Resilient

A low resilience index suggests some difficulty coping with life. Examine the sub-factors listed and address the most pressing issues first. It's possible that you feel frustration and irritability and you may avoid tasks that were previously easily handled. It's important to address the relevant issues leading to this index.

Flexibility

A mid-range rating on flexibility suggests occasional difficulty adjusting to change and some unwillingness to alter your thinking. This is the average situation indicating adequate flexibility to deal with most situations. The reflection questions may help to identify areas where resistance to change sometimes causes difficulty.

Emotional Stability

High emotional stability suggests well-developed coping skills allowing you to engage adversity without losing composure or over-reacting. It's likely that you can mostly control your reactions and address emotional situations well. This supports resilience by providing resources to survive and help others in adversity.

Self-Efficacy

Very low self-efficacy suggests little confidence in your ability to complete tasks requiring a positive mindset and sustained effort. You may well avoid situations that involve learning new things, interacting with others, or roles that require taking responsibility. Reduced confidence will affect your ability to cope with adversity.

Insights

Whatever the reason or origin of emotional sensitivity, self-soothing can help. Marsha Linehan recognised the importance of self-soothing and included these skills when she developed Dialectical Behaviour Therapy. Self-soothing is part of finding a middle ground or a grey area, between being detached or numb and experiencing an emotional crisis or upheaval. Allowing yourself to experience the uncomfortable emotions (without feeding them and making them more intense) enables the emotions to pass. Soothing yourself helps you tolerate the experience without acting in ways that are unhelpful in the long run, or blocking the emotions, which makes the emotions grow larger or come out in ways you didn't intend.

Reflections

- To what extent do you feel emotionally supported by the significant people in your life?
- How many people can you call on for support when this is required?
- Do you trust these people sufficiently to disclose stressful issues to them?
- To what extent do you experience depression or anxiety?
- Is this being treated in some way?
- To what degree is the treatment effective?

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Self Coaching

Has your ability to deal with stressful events seriously changed during the course of your lifetime?
In answering this, try to identify events in your life that have seriously impaired your ability deal with stress resulting in lowered resilience. List these events and try to assess the effect they had on your resilience. Are you still being influenced by one of these events? What has changed and how do you deal with the changes.

To what extent do you feel satisfied with your life at this point in time?
In answering this make a careful note of the things in your life that are most dissatisfying and try to imagine how you would prefer this aspect to be. Describe it in as much detail as you can.

To what extent are you able to change the things that result in your feeling dissatisfied with life?
For each of the items identified in the previous question, briefly describe how you would go about changing it, after specifying whether it can, indeed, be changed. If you are unable to change it, you may have to accept it as a part of life and live with it. Note ways in which you can change your outlook so that those things that you cannot change become easier to accept and accommodate.

To what extent do you depend on others for emotional support of some kind?
You may require emotional support from others in order to continue with your life and this may take a wide range of forms. What purpose does it serve and is it effective in helping you get on with your life? It may also constitute material support because you are unable to support yourself adequately. How do you feel about relying on support from others? Do you feel that there is any alternative to this and, if so, what is it? To what extent are you able to get by without this support? In answering this question also assess what would occur if this support became unavailable for some reason.

To what extent are you aware of aspects in your personal make-up that you would be inclined to see as strengths?
Carefully list these and next to each assess how this serves you and the way in which you apply it. If there are any strengths that you are not using, carefully assess what stops you from using it and how it could be best put to work for you.

To what degree do you feel grateful for your life and what it brings you?
While this may seem like a strange question, given the overall context in which it occurs, carefully assess the things for which you are thankful and describe them in as much detail as you feel is appropriate, also carefully adding the way in which you express this gratitude. To what extent does it lift your spirits when you express gratitude and what is the effect on those around you when you become grateful about aspects of your life?

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The Drives

The Drive to Transcend (Transformation)

This drive emerges once the lower, or fear-motivated, drives have sufficiently receded from awareness and some sense of satisfaction has been achieved. This allows the search for a higher purpose in life to begin. This is based on a need to make a difference that goes well beyond simple personal achievement, and is not directly intended to elevate the individual to a higher status.

The Drive to Achieve (Social instinct)

This drive strongly motivates individuals to seek an avenue of excellence, wherein they can contribute to the larger community in a way that is noticed, appreciated and gives them status. Internally, this helps to develop a sense of personal value and worth. This will be relatively absent if this drive is ignored or only partly met, resulting in an individual who leaves no legacy or mark on the world.

The Drive to Affiliate (Relationship instinct)

This drive shapes individual behaviour to conform with the norms and standards of a primary family or social group, to ensure acceptance and inclusion as a member. Failure to address this leads to exclusion, and the experience of an outcast and/or a life in exile.

The Drive to Survive (Self-preservation instinct)

This drive draws attention to the need for food, shelter, clean water, physical safety and security; as well as the need to establish some means of ensuring its sustained satisfaction. If unmet, individual physical extinction is the ultimate result.

Insights

The life sciences have long accepted that the development of a species is repeated by each individual member of that species in their maturation process. At the human species level, the basic need to survive and reproduce has lost its fundamental imperative value as mankind has become organised, firstly into family or clan groups, and subsequently into large global societies.

Ancient Hindu philosophers understood this and created a metaphor of a stream of energy climbing up the spine as an individual progressed through personal and social developmental stages. Each stage was seen as an energy vortex with a specific colour and characteristic that was empowered by the energy stream. Similarly, each stage represents a development in the individual's consciousness and is where their attention is focused.

American psychologist Abraham Maslow popularised the progression of needs in work emerging from his 1953 paper on the instinctual nature of human motivation and the development of values around these. His conclusions match those of the early Hindus. More recently, Richard Barrett expanded Maslow's work to a progression of states of consciousness, attended by specific needs and the drive to fulfil them.

Enneagram literature is replete with references to three social instincts that are influential in people's lives. Often described as Self-Preservation, Sexual and Social instincts, we hold that all these different approaches speak of the same thing.

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Drive to Transcend

4: Transcendence

Here the focus in on transformation, we move past the three limiting fears, and the focus shifts to the collective.

Drive to Achieve

3: Achieve

This level addresses the need for recognition. It includes such values as being the best, ambition, professional growth and reward. The potentially limiting aspects of this level come from low self-esteem and being out of control. Potentially limiting values include status, arrogance and image.

Drive to Affiliate

2: Affiliate

The concern about the quality of interpersonal relationships. It includes values such as open communication, family, friendship, conflict resolution and respect. The potentially limiting aspects result from fears around loss of control or regard. Limiting values include rivalry, intolerance and being liked.

Drive to Survive

1: Survive

This level focuses on matters to do with physical survival. It includes values such as financial stability, wealth, safety, self-discipline and health. The potentially limiting aspects of this level are generated from fears around survival. Limiting values include greed, control and caution.

Reflections

To what degree are you aware of having pressing needs in your life that are unmet? Do they relate to one of these primary drives? Are you aware of how this drive could be influencing your general behaviour? What have you noticed? Lastly, to what extent have you fulfilled the needs implicit in the lower three drives in the model?

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Your Highest Social Drive

Drive to Affiliate

SELF-AFFIRMING	SEEKS AFFIRMATION
Resisting inclusion	Seeks inclusion
Socially-independent	Socially-dependent
Takes care of self	Needs support
May avoid relationships	Seeks relationships
Prefers isolation	Needs company
Individualistic	Conforming

A VERY HIGH score on this scale suggests that...

- While you may be in a fairly secure relationship, you may still worry that it will somehow go wrong, carefully watching for any signs of dissatisfaction.
- Being in a committed relationship may be very important to you and you may pay careful attention to meeting your partner's slightest needs.
- It is quite probably also important that other people like you and you probably carefully avoid doing anything that could be criticised or impact on your popularity.
- This suggests that you carefully comply with social norms and take criticism to heart, so that you can remain included and loved.
- You may be inclined to put your own needs aside in order to help others in need to gain a sense of personal worth.

What this could mean to you:

The very strong focus you place on this aspect suggests that it is out of balance because, with an adequate level of emotional stability, you should have no difficulty resolving most issues with relative ease. You may be withdrawing attention from other areas that need to be addressed and, in this way, possibly causing difficulties down the line. While you may be trying to resolve the issues that could cause this, you are quite probably experiencing blockage for some reason. Perhaps you feel rejected or mistreated, and yet your values prevent you from doing what is required because it would hurt someone. This could also affect your emotional state and you may feel worthless and depressed.

Your focus on this area may suggest that things are not as they should be and exploring some of the issues below may assist you identify the source of stress:

RELATIONSHIP SATISFACTION

Increased hostility or dissatisfaction with established relationships is a common source of stress that is usually dissipated by open communication. If communication is interrupted, the tension tends to escalate. Is there any change in the communication levels in your significant relationships?

SELF-ACCEPTANCE

The degree to which we feel we are accepted by others is an active reflection of the degree to which we accept ourselves. Is there anything that has occurred that suggests a decrease in the degree to which you accept yourself?

REJECTION

Feeling that one is of little value to others may be a serious source of internal stress and cause an elevated focus on relationships. To what degree do you rely on other people to provide your sense of personal worth? Remember that most people do rely on this to some degree.

Insights

A strong need for relationships or almost exclusively relying on others to provide your identity, suggests a disturbance in the relationship you have with yourself. This may result in you setting unrealistic expectations of others and demanding that they meet your needs in an unreasonable way. As a result of the desperation for contact and fear of losing it, partners tend to have a very fuzzy sense of their personal boundaries. Their contact is characterized by 'confluence' in which it is unclear where one leaves off and the other begins, with considerable projection of the needs of each onto the other, and introjection of the other's definitions of oneself. Often partners think in terms of what the other person wants them to want, and are out of touch with what they themselves want. They may have little tolerance for independence and aloneness. Instead of taking care of their own needs, they resent their partner for not taking care of their needs.

Reflections

- Do you generally pay a lot of attention to relationship partners and other significant people in your life? To what degree are you satisfied that you get back from them as much as you give?
- Do you ever feel rejected by others? How do you react when you feel this way? How long does it take you to return to a normal state of equilibrium?
- Try to imagine your life without a committed relationship. Is this a comfortable picture? If not, why not? If so, what makes it comfortable?

Your Transcendence Drive

Drive to Transcend

SELF-INTEREST	SERVICE TO OTHERS
Self-focused	Altruistic
Self-promoting	Humble
Unsure	Accepting
Self-doubting	Trusting
Increase reactive	Self-confident
	Steady

A VERY HIGH score in this scale suggests that...

- You may recognise that reflection and the drive for success are moving into balance and that you no longer feel particularly driven or pressured to achieve.
- This is not a prelude to retirement but the advent of the wisdom that can only come with age and experience.
- Your technical competence has converted to mastery, with unconscious competence and career maturity as companions.
- You recognise a need to invest in the generation that follows, and in this way promote a continuity of competence without a competitive edge.
- You are standing on the first rung of a ladder that leads to selfless service to mankind and the end of ego-driven needs.

What this could mean to you:

You are strongly focused on this area and this is perhaps a little too much. Are you paying attention to the ordinary, everyday aspects of your life including maintaining relationships, a sensible diet, etc? It is very important to remain grounded and present. This implies that you remain in touch with your body and your existence on the planet. This may sound far-fetched but there are those who do forget where they are. You may still sometimes associate embodiment with fear.

This transition is not without it's potential pitfalls and there are a number of issues that need to be considered:

POSITIONAL POWER

As one transfers from the fear-based approach to life and work, one discovers that there is an initial loss of power conferred by a management or leadership position. This may be experienced as loss, if you still rely on external validation of your self.

SERVANT LEADERSHIP

This pertains particularly to team situations but also applies to all branches of business. As this change occurs, your role typically becomes a support element in the development of others. Directing is replaced by dialogue and motivating is replaced by inspiring.

STATUS

People who succeed in business usually attain a certain status in their community and in the organisation. It is possible that as you move to different, more supportive roles this may change and feel as if there is a loss of esteem from others. However, the need for status also starts to lose it's appeal until it no longer matters and you may become a more genuine version of who you are. It may be quite challenging for some to remove the successful 'mask' and be themselves, because it requires that they become more emotionally integrated and honestly self-accepting.

Insights

One of the most extolled virtues of all time is selfless service to others. The blessedness of giving rather than receiving is one of the most popular and most quoted verses in the Bible. So, is it really possible for an ordinary person to serve others without expecting reward or recognition, or does one have to be a saint to engage in such service? According to wellness expert Daniel Scott (link is external), the answer is that we all have the capacity for selfless service. He writes: "Former psychology professor-turned-spiritual teacher, and a founder of the Sava Foundation, Ram Doss, explains this beautifully: 'Helping out is not some special skill. It is not the domain of rare individuals. It is not confined to a single part of our lives. We simply heed the call of that natural impulse within and follow it where it leads us."

Reflections

- Are you aware of changes happening in your life? What is the nature of these changes?
- What is your opinion of people in general? To what extent is this either negative or positive?
- To what extent are you satisfied with the place that life has brought you? In general, how does regret and gratitude feature in your life?

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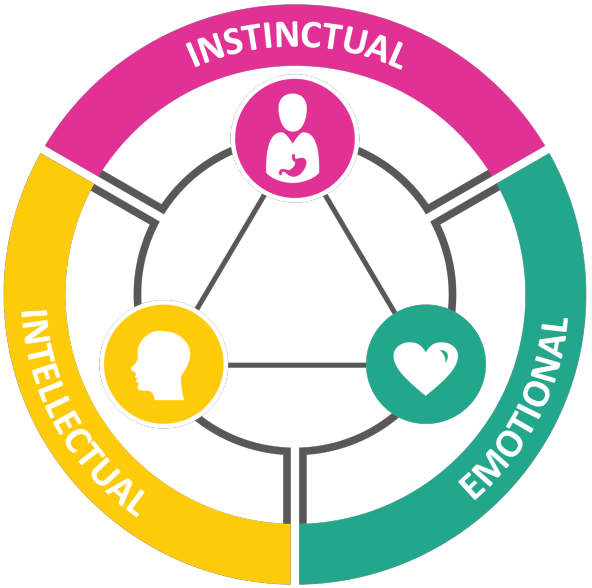

Intellectual

Emotional

Instinctual

Head Centre - Intellectual

This centre, associated with thinking, represents the degree to which you are inclined to use logic and reasoning in approaching the world. A strong focus here implies a tendency to be somewhat uncertain in your approach to the world which may result in hesitation before action and an inclination to keep people at a safe distance until you come to trust them.

Heart Centre - Emotional

Associated with feeling and emotional sensitivity, this centre represents the degree to which you use a sensitive and emotionally aware approach to the world. A strong score in this centre may suggest that you create a mask which you present to the world in place of your genuine self which is designed to provide you with the personal significance, otherwise, may feel that you lack.

Gut Centre - Instinctual

This centre is associated with power, action and an intuitive approach to the world. A strong score here is taken to indicate a forceful and directive approach to life and a tendency to rely on your sensitive intuition in setting a way forward for both yourself and others. Some people who are strongly dominant in this centre, paradoxically, appear to lack forcefulness because it is not always expressed outwardly.

Insights

Instead of intelligence being only in the mind, we actually have three Centres of Intelligence: the Mental (Intellectual) Centre, the Heart (Emotional) Centre, and the Body (Physical) Centre. To be whole, integrated and conscious, to be alive, awake and centred, and to be less ego-fixated and more conscious requires our being able to access all three Centres and to use all three in productive integrated ways. It is more complex than stated above. For example, the Mental Centre is not just about the mind nor is the Body Centre merely about body sensations and taking action. There is greater complexity than this. However, the following idea seems to be reasonably accurate and very useful for most people, even if they haven't been exposed to much personality theory: my head says one thing, my heart another, and my gut is saying something else. This seems to be part of the human experience, especially when we are confused.

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Your Energy Centre

Instinctual

WEAK GUT CENTRE	STRONG GUT CENTRE
Limited vitality	Strong vitality
Diffuse direction	Clear direction in life
Emotionally ungrounded	Emotionally grounded
Poor relating skills	Good relating skills
Disconnected from the world	In touch with the world

At a VERY HIGH activity in the GUT or BODY centre suggests that...

- You are probably aware of your body sensations.
- You are able to remain focused for long periods.
- You probably have a very good attention span.
- You may struggle with assertiveness, and either overly-express it or suppress it.

What this could mean to you:

- You will be in touch your body experiences and the world around you and almost immediately respond to any intuitive urges that arise.
- You have a very clear ideas about what you want out of your life and will tend to apply a lot of energy to achieve them.
- Because you may have a particularly high degree of focus and discipline, you will tend to address issues long before they become worrying or even slightly troublesome.
- You will tend to consider yourself a relatively active person and possibly exercise quite regularly, really enjoying the physical sensations that it involves.
- You will set very clear personal boundaries and yet possibly let others do things that compromise your security or well-being in order to avoid conflict and keep the peace.

Insights

Getting into physical action puts you in touch with your body. Where previously stagnant, life force starts to circulate in your physical self. You experience a sense of wellness throughout. Getting connected through physical activity does not necessarily mean that you have to join a gym. All it means is to allow your mind a chance to take a break. Walking next to the ocean or other ways of being in nature is a wonderful way to revitalise and pay attention to your body. While outdoors on the beach or in the park, you may also wish to consider taking off your footwear. Experience the sensation of 'Mother Earth' beneath the soles of your feet and feel the gentle breeze on your face. Enhance the cleansing effect by breathing deeply and being present to the moment.

Reflections

- To what extent do you try to control other people? How do you feel about this?
- To what degree do you feel you have confidence and personal power? How is this expressed in your life?
- To what extent are you aware of being inflexible and fixed in your thinking?
- Under what circumstances do you begin to feel vulnerable? How do you react when this occurs?

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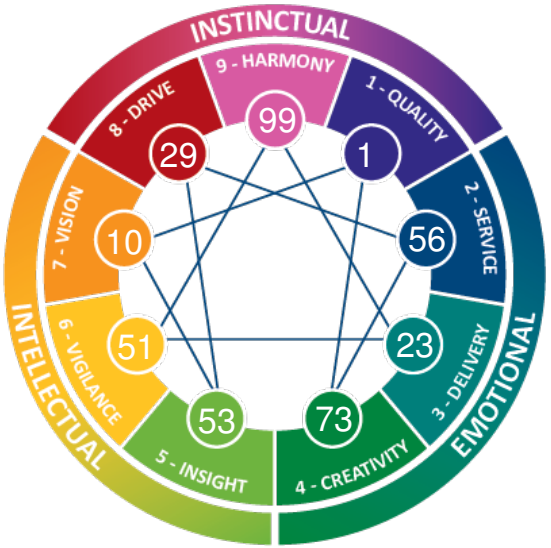

THE NINE WAYS AND YOU

Each of the nine behavioural attributes shown in this model represent a gift that an individual can bring to his or her workplace. Here, we have concentrated on the positive aspects of the points which emerge in mature individuals.

THE NINE WAYS

The Enneagram describes nine patterns of behaviour that are recognised in people from diverse cultures throughout the world, and appear to be fundamental characteristics of human beings. The term 'fixated' is sometimes used in this context and suggests characteristic behaviour that is used in most of the situations you encounter in your life. These behaviour patterns represent 'ego defences' or protective strategies that you have adopted to deal with specific situations to which you are especially sensitive.

While these protective strategies are appropriate in certain situations, repeated exposure to this type of situation has resulted in generalisation of the response which is now triggered even when the situation in which you find yourself is not threatening. These generalised responses are important components of behaviour that give rise to the characteristic pattern called 'personality' or 'temperament'.

Some believe that the particular combination of these patterns adopted by an individual, become characteristic of that individual for the rest of their lives. While others adopt a more flexible view of this, all agree that the intensity and 'depth' of this generalised defensive behaviour is capable of changing in response to becoming aware of their nature, and addressing the underlying challenges that gave rise to our sensitivity.

Insights

There are untold ways in which human beings can incur mental and emotional harm. Losing a loved one, getting divorced, becoming ill, watching someone you love suffer from a painful illness, losing a pet, getting fired or being laid off from a job, being without financial resources; these are a few of the events that would be familiar to many people. Even if you are someone with a very fortunate life, it is unlikely that you would escape all mental and emotional hurt. Some educational practices have no doubt been harmfull to children. This include the use of public humiliation to control and 'motivate' them.

So many people in the process of healing end up feeling 'stuck'. They seem to have redesigned their lives around their 'wounds' and the process of accepting them, rather than leaving them behind.

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Style 1: Quality

1

Associated with a keen eye for detail and a tendency to notice what is wrong and how it can be improved, people who have these characteristics may be rather critical of others but try to avoid being criticised. They are compliant and reliable, doing what they believe is right in any situation, carefully following instructions and upholding standards all of which rests on their strong sense of responsibility and accountability.

Style 2: Service

2

Individuals strong on this point are caring and supportive towards others in order to get the recognition and appreciation they require. While they may tend to put their own needs aside which can result in some degree of personal frustration, they take pride in being able to meet others' needs in practical ways. They present a helpful image to those they encounter which gives them a feeling of significance and this may, otherwise, be somewhat absent.

Style 3: Delivery

3

Those who are strong on this point are driven by success and achievement and may work very hard to be recognised as capable and worthy. Tending to structure their time carefully so that they achieve the most out of every moment of their lives, they are sometimes inclined to be somewhat "workaholic" and leave little time for relaxation and a social life. They may avoid emotional situations and tend to suppress their own feelings which can result in difficulties with personal relationships.

Style 4: Creativity

4

This point suggests strong original creativity and a tendency to present an image of uniqueness and difference, setting them apart from others and giving them a feeling of personal significance. With a deep emotional sensitivity, they are able to sense others' feelings and respond to these with depth and understanding. Sometimes feeling like misunderstood outsiders, they seek to be accepted and recognised for the innovative way in which they approach the world.

Style 5: Insight

5

Tending to keep apart from others and isolated to some degree, this suggests a person who feels more comfortable working alone or with a small group of people who have similar interests and approach. They are often attracted to technical or academic fields of endeavour which allow them to accumulate information. This assists them in their quest to understand the world. They may be quite easily overwhelmed in others' company and need to withdraw into seclusion when it becomes more than they can endure.

Style 6: Vigilance

6

This point is associated with a careful and sometimes over-cautious approach to life that may suggest difficulties both with personal decisions and taking quick, decisive action. These individuals are team-players and prefer to work in clearly identified groups with a well-defined purpose that gives them a feeling of security and confidence. They are concerned about safety and quickly notice ways in which things can go wrong. This enables them to take preventative action well in advance of the problem actually arising.

Style 7: Vision

7

This point suggests individuals who are lively and enthusiastic in their approach to life and who tend to live in the future, often becoming engrossed in plans and schemes that keep them stimulated and excited. With an uncanny ability to motivate others, they are often able to lift the mood of groups with whom they work and keep them engaged even when taking on long and possibly tedious operations. Quite easily bored, they tend to be great starters of new projects but may try to avoid maintenance tasks.

Style 8: Drive

8

This point suggests individuals who are naturally dominant and readily take charge of situations, getting things done with energy and drive. Often outspoken with definite points of view, they tend to like getting their own way and overcome any obstacles they encounter by means of their forceful personal strength. Inside the strong exterior there is a gentle and warm person who cares for others and will specifically take on assisting people who try to overcome the rough deal they get out of life through no fault of their own.

Style 9: Harmony

9

With a strong need for peace and harmony, people in this point are inclined to avoid confrontation and try to reconcile people who have differing opinions by providing them with ways of seeing things in a different way. Because they avoid expressing their own opinions, they may appear to be excessively neutral to the point of being unnoticed. Yet, kind and gentle in their approach, they are willing to consider any point of view and tend to accept other people without judgement or criticism.

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9 HARMONY *Grounded Peacemaker*

LACKS SELF IMPORTANCE | STRIVES FOR AGREEMENT | DIPLOMATIC

"Can you both see how similar your points of view actually are? How can you disagree? I don't know if my views are really important here. I agree with you. I also agree with you. It doesn't matter if it doesn't make sense. I would rather not choose sides, What do you think we should do? I will adapt my plans if necessary."

ATTRACTED TO

- Peaceful, harmonious environments.
- Stability, comfort.
- Feeling at one with others.
- Helping others resolve conflict.
- Not having to give own opinion.
- Steady, reasonable pace.
- Not having to make heavy-weight decisions.

AVOIDS

- Loss of connection and fragmentation.
- Conflict, turmoil and disharmony.
- Direct confrontation.
- Feeling uncomfortable.
- Overload of too many demands.
- Being separated, abandoned.
- Expressing own viewpoints.

TRANSFORMING IDEAS

- I have a definite point of view and will express it.
- I am able to tolerate robust or heated discussions without withdrawing.
- I will ensure that I am treated fairly.
- I am just as important as everyone else.
- I will give people honest feedback.

APPROPRIATE ACTION

- Bring people together and heal conflicts.
- Learn to engage, work through, and value conflict as a source of learning and growth.
- Learn to get into appropriate action for self and others, and engage difficult conversations.

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Primary Enneagram Style

Harmony

CONCERNED	COMPLACENT
Suspicious	Naïve
Vigilant	Active
Reactive	Accommodating
Curious	Carefully Neutral
Concerned	Detached

At a VERY HIGH level this suggests that...

- You may appear to be disengaged from life and walk away from problems.
- You may live in a comfortable fantasy with the world mostly 'tuned out'.
- You are possibly laid-back and unwilling to overly-exert yourself or focus on issues that could need attention.
- You may fear conflict and could become overly-compliant, possibly doing things that you do not really want to do.

What this could mean to you

With a strong need for relationships...

- You are probably inclined to seek a sense of well-being by 'merging' with another person, an object or a cause which comes to provide much of your personal identity and meaning. You may become almost 'synonymous' with the chosen object or person, to the extent of not having a separate existence.
- However, you may become anxious about merging your identity with others, stubbornly holding onto certain aspects of your real self and becoming ambivalent and emotionally conflicted due to a deep fear of abandonment or separation from significant others.
- You may try to solve this conflict, between your need to merge and your need for independence, by trying to manage more than one close relationship simultaneously. This attempt to partition your needs between these relationships, in a somewhat water-tight way, may result in you not really showing up fully in any of them.
- You are likely to be gentle and easygoing, finding a flow in life and living in harmony with others.You probably seek similar characteristics in those who become close to you, yet may still leave yourself open to disappointment, should they take advantage of your softness and adaptability.
- Sensuality may play an important part in your life and you may have rather unique tastes in food, in textures and colours in your environment, and possibly in quiet and gentle music. You probably also easily access an inner world which provides a safe, retreat-like space which can at times be almost magical or seeming to have qualities of a fantasy world.

Insights

Indolence is the avoidance of action, and is the opposite of motivation which will result in action. Often looking like a detached laziness, it suggests a disinclination to complete a task or activity, or to pay attention to pressing events in the world around one.This may suggest that little attention is paid to the world surrounding them and pressing issues are left unattended. You will notice that people with clear goals are always motivated and will progress fairly regularly, while those without goals mostly do the opposite. The other reason for laziness might be a desire to remain in one's comfort zone. People already in their comfort zone, will tend to procrastinate and resist change because their mental security state is being threatened.

Reflections

- To what extent are you disengaged from the world around you?
- Are you able to tell others what you want them to do? How does it feel to do this?
- To what degree do you have rigid opinions about things that you are not prepared to change or discuss?

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My primary role in a team

Your need for a harmonious environment is probably your most defining feature. Not surprisingly, this also characterises the role you typically play in a team. You may have well-developed listening skills and, paired with a tendency to avoid taking sides in any conflict, this makes you an ideal mediator in any emotionally-charged situation. It also allows you to effectively diffuse even serious differences of opinion and to restore peace.

- You will most likely assume a role that involves providing others with information related to the task that the team is doing. The nature of the information may vary, but will usually tend to answer the what, how, why, when, and who questions that arise in the team. This ensures that everyone knows what to do and when it needs to be done. It also serves the very important function of eliminating clashes and the potential conflict and disharmony that could result.

- Significantly, this role does not require you to make or enforce decisions; but merely to relay decisions that were made by other team members. This highlights a possible preference for routine, administrative tasks that involve keeping things moving but which require little original thinking or innovation, and which rarely require that you act assertively.

- This is in keeping with your need to keep the peace and to maintain a harmonious atmosphere in the team. You achieve this by facilitating the positive resolution of any conflict that may arise. The team members will quickly recognise your skill at helping people get along, feel comfortable, connect with others, and achieve consensus.

- You are likely to be alert for any signs of anger or conflict, and may gently draw out the feelings and perspectives of all the parties involved in a neutral and positive way.

TEAM STAGE BEHAVIOUR

This team role may have different levels of significance when the team is at different stages of its development.

Forming - As an affable and accepting type of person, you will establish warm and supportive relationships with the other team members who will tend to feel comfortable telling you about themselves. You tend to be slow-moving yet thorough, however you may have difficulty focusing if progress is really slow and may even fall asleep! On the odd occasion, you may even become impatient and irritatable if the lack of positive movement persists for too long and you may express this to the team.

Storming - It is important that feelings and opinions are raised during this phase so that the basis of alignment can be created for the team to function effectively at later stages. The conflict at this stage is likely to result in you feeling very uncomfortable, and you may tend to look for a way to escape this feeling. This will probably not include expressing yourself. You will probably tend to go along with what others establish rather than giving your opinion. This may be reflective of a general tendency in your life.

Norming - You will tend to be ambivalent about creating agreements between the team members, but the consensus aspect of this process will be comforting to you. You are not comfortable with arbitrary rules and will tend to promote well-thought out standards of behaviour instead. This provides the structure that you need to relax in the security that you can predict the way things are going. In fact, you will tend to favour a relatively highly-structured environment if this is possible.

Performing - While you are not the quickest worker, you will tend to be steady and methodical. You are likely to be willing to take on aspects of work that others may try to avoid, and may find comfort in repetitive and routine tasks. You will find achieving something with a harmonious group very gratifying and will give the team your full support if the atmosphere is ambient. Should unacceptable levels of conflict arise, you may try to disengage from the team and its members until this is over. Alternatively, you may quietly make contact with the parties involved and try to mediate in some way.

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Self coaching questions on my primary role in a team

Because of your ability to get on really well with just about everyone, you will tend to be the sounding board for others' opinions and feelings. As long as you remain neutral, this is likely to be successful. To what degree are you able to remain neutral in the team? Do you ever feel that you are agreeing with everyone when you would like to voice your own opinion? Are there team members who find your neutral approach irritating? If so, then to what degree are you able to tolerate their irritation?

As long as you can feel balanced and not pressured, you will tend to be comfortable in the team. On the other hand, should the environment require rapid changes and adjustment to altering circumstances you may tend to withdraw. To what degree do you feel able to cope with the changes that occur in the team? Does your role allow you to remain fairly steady and stable? Are there times when it becomes more pressured and dynamic? How well do you cope at these times?

One of the core characteristics that you may recognise in yourself is your steady and unhurried pace of work. This may, at times, frustrate others who require you to move faster to deliver what is required. To what extent is your unhurried pace acceptable to the team? Does your pace of work cause irritation anywhere in the team? How do you react to this irritation? What can be done to make it easier for you to deliver in the required time-frame?

Self Coaching

The points that we have already described may not completely cover the role(s) that you play in teams. It is important that all aspects are included so that you can have a complete picture of your own behaviour for discussion.

To what extent do these narratives describe what you do in a team context? Are there areas that are missing? What are they? In general, how comfortable are you with the role that you adopt in a team?

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My primary role as a leader

At your best, you are calm and centred, and probably bring co-operation to any organisation because you are highly capable of dealing with others' problems and building consensus. You have a natural tendency to honour diversity and can get along with almost anyone.

At your 'less than best', you will probably tend to merge with others' preferences, and to forget your own. Taking a strong position may be particularly difficult because you see all sides of an issue, and because you are essentially non-aggressive. Your driving force at this level of development is indolence, which is not quite the same as laziness as you may be a very hard worker. Indolence refers here to a tendency to not take action for one's own sake.

It implies that you are quite probably out of touch with your own wishes, which represents your fixation on 'self-forgetting'. Although you are usually quiet, once you get started you may regale others with epic tales. This may illustrate how you hold so many alternative views that it's hard to focus on one view without including the others.

Leadership

Leadership, and the way in which you behave when in a position of authority, is strongly influenced by your temperament and by the assumptions that you hold about people and the world around you. It is not really surprising that the Enneagram is able to predict the way in which you are likely to lead others with a remarkable degree of accuracy.

The remarks we have included in this section are based exclusively on your most prominent Enneagram point and therefore potentially represent only a partial picture of your leadership behaviour. The primary profile point is, nonetheless, likely to define the most significant elements of your usual behaviour and you may well find that they are adequately described.

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Self coaching questions on my primary role as a leader

ATTENTIVE or DISINTERESTED:

Attributes commonly found in your profile include warm-hearted, attentive and friendly. This suggests that you are alert for ways in which you can approach others in a positive manner. At the same time, you may have a rather sleepy, disengaged and forgetful way of stumbling through life. This can allow things to pass you by without making much of an impression. To what extent are you aware of what is going on around you in the present? How effectively are you leading your team? To what extent does forgetfulness or impaired concentration interfere with your performance?

CLEAR or MUDDY:

In order to remain neutral, you may be inclined to avoid expressing your own point of view and may seem to go along with what others believe or support. Should differences of opinion arise in your team and you be called on to resolve the resultant conflict, you may feel somewhat uncomfortable. How well are you able to resolve differences of opinion in a satisfactory way when these arise? What are the factors that assist you in doing this and how can they be implemented in your team.

Self Coaching

The descriptions given here each present a healthy and an unhealthy poll of your leadership style. We recommend that you read this information carefully and give thought to that which is more applicable to your current situation. While this may be slightly uncomfortable, it is important that you are honest with yourself. It is possible that you are not currently in a formal leadership position, but it is possible that this will occur at some time in your life. If you are currently in a leadership role, this section should be easier to work through because you will have a ready set of behaviour to reference against.

What follows are the core dichotomies that define your healthy leadership style, as distinct from the less healthy aspects of your style. The questions that follow will help you to define where you are in terms of the range of behaviour available to you. As you reflect on the questions, try to think of real experiences from your own life.

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4 CREATIVITY *Creative Individualist*

FEELS DIFFERENT AND MISUNDERSTOOD | IT NEEDS MORE MEANING | BEAUTIFUL CREATIVITY & ARTISTRY

"Why do I see it all in a completely different and far more sensitive way? It's such a total affliction! Why can't I be like other people who have an easier life? Why can't they understand me? I feel so different from everyone else! There's a lot of sadness in life."

ATTRACTED TO

- Depth of emotion.
- Interesting, stimulating experiences.
- The extraordinary.
- Calming their fluctuating emotions.
- Feeling capable, adding value to world.
- Reconnection with world.
- Feeling special, recognised.

AVOIDS

- Being without identity, connection or personal significance.
- Ordinary, mundane aspects of life.
- People and experiences without depth.
- Overwhelming emotions.
- Feelings of not being good enough.
- Feeling insignificant or rejected.
- Feeling incapable, inadequate and empty.
- Criticism.

TRANSFORMING IDEAS

- I am an important part of the collective humanity.
- I am able to find something extraordinary in ordinary, mundane experiences.
- I am whole and complete.
- I can reach out, connect and communicate meaningfully with others

CALMNESS

- Model the benefits of creativity without being held back by moodiness and self-consciousness.
- Know that you are a vital part of all that is, and that you are connected with everything else.
- Build the capacity to manage your emotional space.

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Secondary Enneagram Style

Creativity

ORDINARY	ORIGINAL
Down to earth	Takes things personally
Practical approach	Imaginative
Maintains contact	Sensitive
Avoids fantasy	Indulges in fantasy

At a HIGH level this suggests that...

- You sometimes become so absorbed in your feelings, that you lose the ability to be spontaneous and light-hearted.
- You possibly avoid mixing with people when you need to protect your sensitivity and sort out your feelings.
- You may treat other people with some disdain and live in a private fantasy world of sensual self-indulgence.
- You may adopt a fairly romantic and artistic approach to life, and may create a beautiful and original environment for yourself that expresses what you would like to be.

What this could mean to you

With a strong need for relationships...

- You are likely to be a fairly intense individual with a strong need for intimate relationships and closeness to others.
- You may be attracted to romance and the mystery of love. This may cause difficulties in your life, if your expectations of others are rather too high or unrealistic.
- You may become infatuated or even obsessed by another person and may create a full-blown fantasy about having a relationship with them. This has the potential for you to become somewhat detached from reality in the process, and may cause you considerable frustration.
- You may be drawn to people who possess talents or abilities that you feel you lack. You may try to 'complete' yourself by merging with them; a strategy that may result in bitter envy when you are reminded of what you do lack.
- You are possibly rather prone to competitive behaviour and may want to be seen as the best in your work, carefully keeping score of your contribution and seeking recognition for your unique originality.

Insights

Curiosity, or other forms of stimulation, can drive an individual to participate consistently in a particular creative process that becomes a strong player in their personal development. Feelings that emanate from these creative efforts can include self-efficacy, mastery, and competence; which can then influence individuals to keep practising their given creative process, even if lacking in outside rewards. An especially powerful component of creative enjoyment is the feeling of playing, rather than working.

Reflections

- To what extent are you able to perceive others' emotional needs and take them into account?
- To what degree are you able to speak in public, without any embarrassment or restraint?
- Would you call yourself a creative person? To what extent are your creative ideas practically applicable?

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My secondary role in a team

The specific brand of reasoning that you bring to the team, based in your original and sensitive outlook on life, both ensures emotional balance and the elimination of blocks in the natural flow of things. Being aware of others' feelings provides you with a natural role of helping others articulate these feelings, even when this proves difficult for them. In addition, because you easily sense what will increase security in the team, you automatically draw attention to those issues that need to be addressed.

Your primary role is quite likely to involve managing the agenda for the team. This might include influencing the team with regard to whether the really important items are on the agenda, how the team is working through the agenda, and how the items are prioritised.

- While this is clearly of great importance to the team, your most significant function is likely to be somewhat less tangible and will probably involve acting as a sounding-board for the feelings in the team.
- Your sensitive and emotionally-aware approach makes it possible for you to share your own emotions with the team while also helping others to share their emotions and feelings.
- Because this will tend to reduce tension, it will serve to enable the team to become more cohesive and will probably allow team members to work together more effectively.
- Lastly, your original vision may alert the team to ways of approaching tasks that few others would be able to discover. In this way, you may bring a creative spark to the team while providing them with uniquely original approaches and methods.

TEAM STAGE BEHAVIOUR

This team role may have different levels of significance when the team is at different stages of its development.

Forming - Because you will tend to focus on your own internal feelings in relation to the team more than on the task at hand, you may appear to disengage during this phase. It is possible that you may feel like an outsider at first and have some difficulty making contact with relative strangers.

Storming - You will tend to enjoy the 'realness' of constructive conflict and will remain engaged as long as you are not expected to be one of the main participants. Your own feelings may be exposed at this time and others may get to know the 'real' you, just as you get to see their authentic selves. You may find yourself helping the team to express the real issues underlying any conflict and may provide insight into the differences that they begin to experience with one another.

Norming - You will tend to push for rules of engagement that provide clarity between team members, while resisting those that restrict individuality in any way. You will want the members to be able to express themselves openly and to be able to tell the truth about where they are at. If people are encouraged to conform to some code of expected team behaviour or approach, this will probably not get your vote or approval.

Performing - You will tend to work hard to achieve the common goals of the group and will feel most included during this phase. You will tend to add a certain flair to the products that the team produces and will probably play a role in keeping the team's work environment appealing and attractive. In discussions, you will tend to raise the emotional issues that others may be inclined to avoid.

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Self coaching questions on my secondary role in a team

Your relatively intense emotional sensitivity may result in difficulties, if you do not feel included and affirmed as a member of the team. To what extent do you feel included in the team and affirmed in your role? If there are issues in this regard, what do you feel can be done to make you feel 'more at home'? To what degree do you feel understood and accepted? Are you able to openly express yourself without fear of being treated 'differently'?

Your creativity may be treated as odd at times, because it represents a different way of viewing the world. This may be challenging for you. To what degree is your creativity respected in the team? Are there any other creative members in the team? If there are, to what extent are you able to get along well with them?

Agenda management requires support from the team, which is not always guaranteed. The way in which you approach this is likely to have a profound effect on the way it is received. To what degree do you feel supported in managing the agenda for the team? How frequently do you feel irritated in this role? What is it specifically that irritates you? How can this be managed differently?

Self Coaching

The points that we have already described may not completely cover the role(s) that you play in teams. It is important that all aspects are included so that you can have a complete picture of your own behaviour for discussion.

To what extent do these narratives describe what you do in a team context? Are there areas that are missing? What are they? In general, how comfortable are you with the role that you adopt in a team?

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My secondary role as a leader

At your best, your input is vital to the health of an organisation because you tend to view things from a new angle/perspective that is not bound by tradition. You can single-handedly prevent an organisation from slowly dying out as a result of untested and out-dated assumptions.

At your 'less than best', because you are probably more in touch with your feelings than most others, you are in danger of sinking into moodiness if your ideas are met with resistance. The same talent that allows you to 'look outside the box' can lead you to wonder why you never see things the way others do, and to subsequently question whether you are defective or flawed in some strange way.

Your conversation may be ripe with sad stories, often projecting the inner sadness at being 'so different' which tends to be characteristic of your life. Your driving force at this level is envy, which can show up in the fixation of dissatisfaction, or a perception that the grass is always greener somewhere else or for someone else.

Leadership

Leadership, and the way in which you behave when in a position of authority, is strongly influenced by your temperament and by the assumptions that you hold about people and the world around you. It is not really surprising that the Enneagram is able to predict the way in which you are likely to lead others with a remarkable degree of accuracy.

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Self coaching questions on my secondary role as a leader

ODD or ORIGINAL:

To what degree are you able to see your original outlook on life as a gift and use it for the benefit of the organisation and, more specifically, your team? Alternatively, you may become trapped in feeling like an odd misfit, unable to see the world that others experience and taking this to mean that you are somehow 'defective'.

OVER-INVOLVED or CONCERNED:

Your emotional sensitivity may result in you becoming too involved in your direct reports' lives and, as a result, missing the work-related focus. If this is the case, you may have difficulty setting healthy boundaries with your staff and your relationships could become confused. Are you able to balance the needs of your direct reports against the requirements of the task?

Self Coaching

The descriptions given here each present a healthy and an unhealthy poll of your leadership style. We recommend that you read this information carefully and give thought to that which is more applicable to your current situation. While this may be slightly uncomfortable, it is important that you are honest with yourself. It is possible that you are not currently in a formal leadership position, but it is possible that this will occur at some time in your life. If you are currently in a leadership role, this section should be easier to work through because you will have a ready set of behaviour to reference against.

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Least Represented Enneagram Style

Quality

LOW STRUCTURE	HIGH STRUCTURE
Flexible standards	Clear standards
Follows others' ideas	Establishes reforms
Unstructured approach	Structured approach
Tolerates mistakes	Corrects mistakes

At a VERY LOW level this suggests that...

- You may be aware of what society expects of you in terms of public behaviour and yet choose to ignore this to a large degree.
- You may occasionally comply with established rules and standards but mostly prefer to follow your own urges in meeting your commitments.
- You probably have personal values that differ quite significantly from those of the majority of other people, possibly making you a social outsider.
- You may prefer to work in a rather unstructured way and others may perceive you as disorganised and unreliable.

What this could mean to you

With a strong need for relationships...

- You are quite probably a rather passionate person with little difficulty accepting your emotions and openly showing your feelings to others, clearly accepting yourself the way you are to a fairly large degree and finding it unnecessary to try to be what you are not.
- You may have a good idea about what is considered socially acceptable behaviour but choose not to comply with this under some circumstances, following your own urges instead and doing what you feel works for you.
- You are probably able to accept people as they are, rarely demanding that they comply with either your expectations or societal standards, suggesting that you are both tolerant and understanding in your approach to people in general.
- You may be unconcerned about people's reaction towards you and allow them to have their own opinions which rarely affect you in any significant way, implying that you are relatively secure and accept others' opinions as just that.
- You may be quite bold and confident, mixing easily with relative strangers and possibly creating the impression of a light-heated and easy-going individual, easily leaving a lasting impression on those with whom you interact because of your lively warmth.

Insights

When rules are understood as a reasonable means toward achieving a goal, they can help increase autonomy rather than decrease it. We understand the value of driving on the right (or left, depending on your country) and stopping at red lights, because these simple rules promote order and help keep us safe. We understand that waiting our turn in line provides fair and orderly access. We choose to obey these helpful rules. Committees and well-run organizations choose to adopt rules that help each person better contribute to the shared goals; meet the reasonable expectations of others; and perform better as a group. If the purpose for the rule is understood and judged to be reasonable and valuable, then the rule is adopted voluntarily. The rule becomes integrated. In this case, the rule increases order and improves results, without reducing autonomy or responsibility.

Reflections

- To what extent do you question established social norms and standards?
- To what degree do you comply with rules or set procedures? Is it comfortable to do so?
- How strongly do you feel the need to implement innovations or creative ideas at work? How is this received?

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INTRODUCTION TO HARMONICS

Don Riso & Russ Hudson has suggested three groupings, or triads, of Enneagram styles, which they refer to as the Harmonic Groups. Each of these triads comprises three Enneagram styles. The styles within each triad, although different in some ways, tend to adopt a similar attitude, coping strategy, and response pattern when faced with situations where they are unable to get what they want/need; for example when experiencing conflict or other difficulties such as loss or disappointment. Here is a brief summary of the three triads and how they typically deal with these situations:

Positive Outlook
These styles tend to take on a positive attitude and attempt to explain away disappointments in a positive way and try to focus on the bright side of things rather than the dark side. This 'every cloud has a silver lining' approach helps them achieve the desired outcome of maintaining a feeling of positivity within themselves.

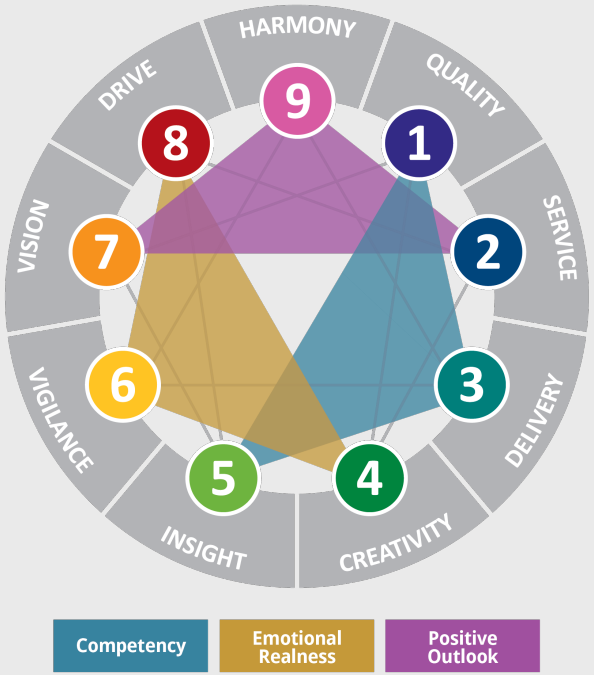
Competency
Here we see the strategy of side-lining or minimising emotions and instead striving to be as rational, competent and efficient as possible to deal with situations. They can have difficulty working in a bigger system or structure like a team as they are unsure the extent to which they want to align with the values of the system.

Emotional Realness Riso & Hudson refer to this as 'Intensity'.
This triad of styles have a need to express their emotions when faced with difficulty and so tend to react emotionally while typically expecting a similar 'feeling response' from others. They often have clear 'likes and dislikes' and can have difficulty knowing if they can trust others.

WHAT THIS COULD MEAN TO YOU

You are at a VERY HIGH level within the POSITIVE OUTLOOK group which when faced with disappointments, obstacles or conflicts...

- You probably have a strong tendency to look for the positive aspects of these situations.
- You mostly put a 'positive spin' on negative experiences when you think about them or speak about them to others.
- It is likely that maintaining positivity and optimism in thought and feeling is very important to you, even in negative circumstances.
- You may find it difficult to focus on, or explore, the negative aspects of an experience and, in particular, your own negative or painful feelings.



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INTRODUCTION TO HORNEVIANS

When children are confronted they tend to develop ways of coping that lead to a preference for one of three options: moving against people (aggression), toward people (compliance), or away from them (withdrawal).

Karen Horney writes about these options in two of her books: Our Inner Conflicts (1945) and Neurosis and Human Growth (1950). These are complex human versions of basic defence mechanisms in the animal kingdom: fight, submit and flight. Don Riso & Russ Hudson suggest that a triad of three Enneagram styles is associated with each of these options.

The Assertive (or 'Aggressive') Stance

This is the 'moving against' stance. The related Enneagram styles tend to be focused on acting in a manner to gain what is desired. Such people think about what they want and then act to get it. Asserting themselves is second nature and those who either directly oppose them or inadvertently get in their way are likely to be confronted directly.

The Compliant Stance

Here, compliance suggests aligning one's behaviour with one's own conscience (super-ego). This essentially dictates the 'right thing to do' and implies compliance with social norms initially internalised from a young age from family and broader culture. These people tend to 'move toward' others, and focus on feeling what is happening around them. They may be careful not to act in ways that draw criticism and may even censor their needs in order to comply with the social norm and their sense of what is acceptable.

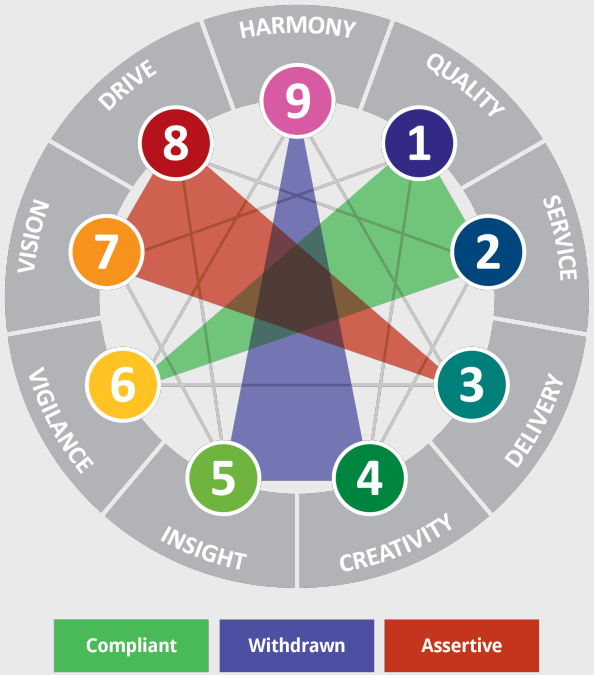
The Withdrawn Stance

This relates to those people who typically 'move away' from others. Here we find those who focus on thinking and feeling, often making them highly imaginative and emotionally sensitive which accounts for their tendency towards introversion. Away from the crowds, they can focus on fulfilling their, often quite simple, needs.

WHAT THIS COULD MEAN TO YOU

At a VERY HIGH level of being WITHDRAWN this MAY suggest that...

- You question the value you can add to others, and often prefer to withdraw socially to spend time alone.
- You feel uncomfortable speaking to strangers, preferring the company of those you already know. You often feel the need to remove yourself from others to collect your thoughts and feelings.
- You easily get caught up in your thoughts or feelings, and this could make it somewhat difficult for others to fully understand you.
- You are probably quite sensitive and creative, using abstract thinking and insight to solve issues.
- You have great difficulty trusting other people and prefer getting to know them well beforehand.
- You strongly prefer the company of quieter, more serious people with whom you can have meaningful conversations.



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