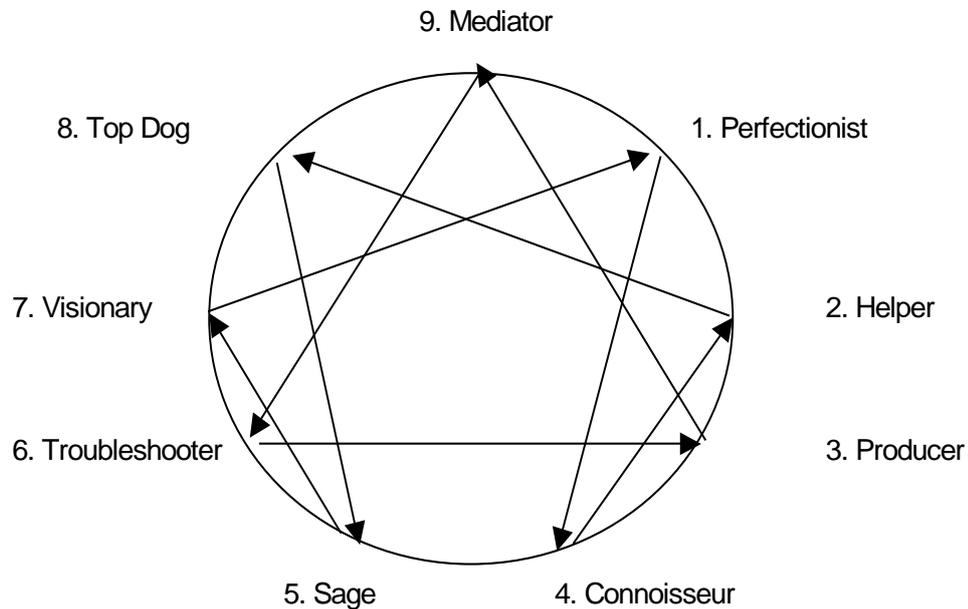


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THE ENNEAGRAM – Part 2

(A quick guide to understanding and getting on with people)

Organisational Types

Before I go into the actual working and use of the model, it is worth noting that another useful application is to apply the different “types” to companies. I mentioned earlier that companies and organisations will tend to adopt a certain “personality”, and these can be identified using the Enneagram. Here follows a quick guide for you to use...

1. One companies tend to have strong and relatively unchanging procedures and policies. They insist on strict operating controls and adherence to quality processes
2. Two organisations are people orientated and tend to have a focus on the emotional needs to employees and clients
3. Three’s are fast track suppliers and employ a super-efficient image conscious style, with a real focus on throughput and production
4. Four organisations focus on really distinctive product offerings with a focus on elegance, panache and good taste
5. Five companies focus on the close management of data and information, as well as new ideas
6. Six organisations work through using superior intelligence and market information to beat the competition

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- 7. Seven companies like new imaginative ideas to be constantly circulating through networking, meeting and talking**
- 8. Eight organisations stay on top by exercising their muscle and strength in a tough marketplace, making it difficult for the competition to keep up**
- 9. Nines work in a dependable, orderly and predictable fashion. They tend to follow routine with patience**

Working around the Enneagram

It is important to understand that the model is about movement. It is not so much about just knowing your own spot on the model but knowing how it all works as a real-life tool.

So, as per the information in part 1, the first step is to get familiar with each of the types, and to begin to become aware of how the people you know or work with exhibit the major traits of each number, but the next step is to see how that type will act or react within the model under differing situations. Please understand that this means you too!

There are 5 important points we need to be aware of on the diagram, as follows:

- 1. Your Home-base point i.e. your actual type**
- 2. Your High Performance point**
- 3. Your Stress Point**
- 4. Your Forward Wing**
- 5. Your Rear Wing**

The High Performance Point

This is where everything comes together for us, when we really feel in control and on top of our game. It's where we really perform and feel inspired and creative. At our High Performance point we seem to be able to use our full potential. We go to our HP point when we loosen up and enter the flow-state. Think of it as a part of ourselves, or a resource within ourselves, that we can use to get us moving again.

On the model, each of our HP points is found by moving back along the arrow that points into our Home-base point. Therefore, the HP point for a 1 is at 7.

Some descriptions of how each type might typically act when they are at their HP points are:

- 1. One at Seven opens to imagination and alternatives, accepting that their way is not the only way**
- 2. Two at Four looks inside to find a way forward for themselves rather than take care of others**

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- 3. Three at Six becomes thoughtful, introspective and prudent rather than being on a fast track ego trip**
- 4. Four at One tend to connect with solid facts and figures as opposed to their inner emotions**
- 5. Five at Eight might engage and talk rather than detach and observe**
- 6. Six at Nine works with / trusts the process and the organization rather than stand alone**
- 7. Seven at Five begins to treasure specific ideas and wisdom rather than continuously creating and discarding more and more of them**
- 8. Eight at Two becomes the protector and guardian rather than the bully**
- 9. Nine at Three finds effectiveness and efficiency in its own position as opposed to taking on board everyone's feelings and thoughts**

The Stress Point

This is where we tend to go at crunch time. When we are overwhelmed we act like this type. We do not feel like our usual selves and definitely do not act like our usual selves. It is when we feel like the odds are stacked against us – when everyone is against us.

Do not look at this as all being negative – far from it! Remember that often when we are up against it we need something to get us through. We will often find the strengths and resources we need to “get the job done” waiting at our Stress Point. The key is to know consciously that when we feel defensive or under pressure then it is likely that we will act or are acting from our SP.

Once we do consciously become aware of this we can look to our own SP and learn about it. Then we can actually use this information when the situation calls for it.

Our Stress Point is found by following the arrow that leaves our Home-base point.

Here follows some descriptions of how each type might act or feel when they are moved (or move) to their SP:

- 1. One at Four will get caught up in feelings rather than be guided by their codes and policies**
- 2. Two at Eight might become bossy and arrogant instead of their usual helpful and supportive self**
- 3. Three at Nine can blow a fuse, becoming indecisive, overwhelmed and stuck as opposed to their normal fast-thinking, fast-moving and proactive self**

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- 4. Four at Two becomes co-dependent and excitable instead of self-contained and self-possessed**
- 5. Five at Seven churns out ideas and theories instead of considering and valuing each one**
- 6. Six at Three will charge ahead with projects rather than thinking through the implications**
- 7. Seven at One will stubbornly hold on to their own position instead of being playfully open-minded to other alternatives**
- 8. Eight at Five becomes touchy, withdrawn and oversensitive instead of being bold and engaging**
- 9. Nine at Six can become suspicious, accusing and isolated, losing their usual easygoing, trusting and connected selves**

* Descriptions above are based on the work of Michael Goldberg

Continuing to use the Enneagram

Over the next few weeks try to become more conscious of the people who you work with, live with, play with...

- 1. Note their Home-base point**
- 2. Note how they change when they move to their High Performance point**
- 3. Note how they change when they move to their Stress Point**
- 4. Consider how you might be able use this knowledge when engaging with these people**
- 5. Do all of the above FOR YOU!**