



# enneagram monthly

July/August 2011

Issue 179

## BEST PRACTICES ENNEAGRAM IN BUSINESS

### A 2011 benchmark study conducted by The Enneagram in Business Network

**A**lthough thousands of organizations worldwide use the Enneagram in a variety of business applications, 72 companies have been using the Enneagram intensively to dramatically develop their leaders and teams; enhance emotional intelligence and interpersonal competence among their employees; and catalyze culture change.

**Background:** What can we learn from these trailblazers? We conducted 39 in-depth interviews with leaders and consultants from all over the world—all with track records of success using the Enneagram in organizations—to give us the answers. We talked with consultants and leaders from more than 20 countries spanning 5 continents: Argentina, Australia, Bolivia, Brazil, Canada, Chile, China, Colombia, Czech Republic, Denmark, Finland, France, Germany, Iran, Italy, Japan, South Africa, Thailand, United States, and Uruguay.

The consultants and leaders included members of the Enneagram in Business Network (EIBN) as well as nonmembers. All interviewees had used the Enneagram a minimum of 18 months in their organizations, with some as long as 12 years.

**Companies:** All interviews were conducted with the promise of anonymity; however, 21 companies gave us permission to use their names: Adcock Ingram, Avon, Banco Itaú, Banco Nossa Caixa, Beacon, Best Buy, Culture Technology, Daimler/ Mitsubishi, Genentech/Roche, Hanfubuki, Hui Ho'olana, Huron Hospital, La Clinica, Milling Hotels, NuEar, Parker Hinneafen, Shahid Ghandi, Star-Point, Sucromiles, Toyota, and Veloso Consultores.

**Industries:** Companies in this study represent the following industries: biotech, chemical, education, finance, government, health care, hospitality, insurance, IT, manufacturing, nonprofits, petroleum, pharmaceutical, professional associations, research, retail, service, and transportation.

**Key Question:** We were interested in the answer to this question: *What success have organizations experienced using the Enneagram in their companies; how did they achieve this; and what lessons were learned along the way?* We thought it was time to offer a comprehensive answer!  
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## Movie Roundup: *Fours and Sixes*

**T**his article is an excerpt from the third edition of my Enneagram Movie and Video Guide. The 3.0 version is an ebook available August 1. A print edition will follow later this year. The Guide was first published in 1994 to help people become skillful at recognizing Enneagram styles and have fun in the process. This updated edition adds 180 new movies.

**Tom Condon**

in a forest. "I'm sorry I'm not real. If you let me, I'll be so real for

you," he pleads as she leaves him. From there he is driven by a quest to become real (i.e. human) so he can return to his mother and she will finally love him. He explains the quest: "I'm special and unique. There's never been anyone like me before. Ever. When I am real, Mommy's going to read to me and tuck me in my bed and sing to me and listen to what I say. She will cuddle with me and tell me every day 100 times that she loves me."



### A.I. Artificial Intelligence

This ambitious hybrid of science fiction and fairy tale doesn't quite gel. An uneasy "collaboration" between the late Stanley Kubrick, a dry intellectual Five, and Steven Spielberg, a sentimental populist Seven, *A.I.* is both turgid and visionary. It begins cool-hearted and grows progressively more schmaltzy as though Kubrick directed the first half and then Spielberg took over.

Haley Joel Osmet plays a robot boy programmed to love, adopted by a young couple as a replacement for their comatose son. The robot bonds with the mother but when the real son recovers and the robot boy malfunctions she abandons him

When the robot boy finally meets his human creator, he realizes that he is not unique and tries to kill himself ("I thought I was one of a kind.") By now Spielberg seems to be in charge, so the story does not ...CONTINUED ON PAGE 19

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Dear Jack,

I just had to get in touch with you after getting caught up with my back reading material while at the beach. The May issue of the EM contained 2 articles that described my life with the Enneagram since first joining in 1984 and having been a subscriber of the EM since its first issue was published.

I was certified to teach by both Hurley/Donson and Helen and have continued to teach in various settings including prisons. Hence my interest in Susan Rhodes' article. But I was particularly pleased to read Robert Tallon's article on "The Enneagram, the 12 Step program and Centering Prayer." I have been practicing Centering prayer for the past 17 years

## Letters

and actually it was the topic of my presentation at an annual IEA conference held many years ago in VA. Contemplative prayer is a very old prayer form from early monastic times and was brought out of the monasteries in 1984. Contemplative Outreach has over 100,000 members worldwide and is offered extensively in prisons. At one time Fulsom prison had a very large group; studies have found a decreased recidivism rate. I started a CP group at the Federal Prison for men in Petersburg; in attendance was

a Buddhist, a Moslem, 2 Evangelical Christians, 3 Catholics and a man from the 12 Step Program who believed in a higher power. It was one of the most fulfilling experiences of my life and I'm told it continues. I have taught both the E and CP to the Chaplain group of the VA Corrections Dept and one of them invited me to teach CP at Greensville prison. One of the men was a student of Thomas Merton. Also, there is a daily sit of CP at Richard Rohr's Center in Albuquerque since it is also his prayer practice.

I hope this finds you well and remember you fondly.

Patricia Henfling  
Midlothian, VA

The Dog Days of Summer cover most of the central USA with a dome of heat while a cool Pacific breeze brings world class temperatures to California's coast. In times like these it's easy to cope with financial mismanagement, excessive bureaucracy, high prices and outrageous taxes — postponed yet again is the impulse of escaping

## From the Editor

to a more user-friendly State....

I must be going soft, what am I talking about! Most of us are living a blessed life in this day and age, that is, in most countries that enjoy the fruits

of progress where the bulk of the population lives better, safer, longer and healthier than most kings did just a century ago. Just think what the "evil" and heartless corporations have given us: cars, gasoline, air travel, phones, computers, Ipads, air conditioning, hospitals, medicines, email, refrigerators, ATMs, incredible options

for audio or video entertainment, foods from anywhere in the world, supermarkets that take away the need to grow your own or hunt, bait and fish. No need to carry or chop wood, we cook on electric or gas stoves with clean water right out the tap, in our own kitchen.... Even the poorest among us enjoy most of these amenities. So, no complaints, just a sense of gratitude this month. Speaking of gratitude, thank you authors for the constant flow of interesting and useful material — and please remember you are always invited to send us your stories, thoughts and comments.



### In this issue:

**Ginger Lapid-Bogda** is involved with "Best Practices — Enneagram in Business" and is reporting on a huge team effort of research on how to improve the work environment for countless folks who need to work for a living. Last time I looked that's just about every one of us. This approach is not treating business matters from a professorial egghead-type perspective — heaven forbid, we have seen those results — instead, Ginger taps into the real-life experiences of many types of businesses in many countries. And for my Chauncey Gardner comment of the month, business is like farming: You plant in the spring, harvest in autumn, know when to water, how to rotate crops and what type of earth/fertilizer works best.

How to grow a good crop was not discovered by brilliant farmers in a laboratory, but was observed over time and countless experiments by generations of farmers. They watched nature and learned that it does not pay to defy it. Is business any different? Human nature is as stable as the seasons, the weather and the earth. In other words, it's complex, quirky, and yet, predictable. But we must study the principles and practices that work in different cultures, countries and types of industries. This program does exactly that.

**Tom Condon** offers a little "Movie Roundup: Fours and Sixes" to assist us in learning about types while enjoying a movie. The picks are: *A.I Artificial Intelligence*, an interesting plot of a robot-boy taking his sense of individuality for granted only to painfully discover that he may not be one of a kind; *Joni Mitchell — Woman of Heart and Mind: A Life Story*, the title pretty much tells it all;

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For subscription and advertising rates see back cover.

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*13 Conversations About One Thing* with Alan Arkin as a dour pessimistic Six with a couple of interesting characters, a Seven and a Nine in support roles; *Adaptation*, a bizarre comedy where Nicholas Cage plays two roles, that of twin brothers — a self-torturing Six struggling to write a screenplay and his easygoing cheery Seven brother.

**Thomas Isham** was intrigued with Paya Naderi's theory of Enneatypes in the recent issues (*EM* April, May & June) and felt it was a good time to add "Jacob Boehme: and the Four Temperaments" a subject that has been of great interest to Tom. Boehme's treatise (early 1600's) principal goal was to work with the temperaments and to describe the characteristics of the types, evoke awareness of them in his readers, and prescribe means by which to curb their harmful effects. In his other writings, Boehme aimed to draw readers into the "ground," center, or "original" ("essence," in Enneagram language) of their interior selves. To be effective, he believed, this exercise demanded a lifelong discipline, experiential more than dogmatic, yet worth every sacrifice.

The age-old theories derived from the ancient medical beliefs of Hippocrates and Galen. They believed that the body contained four fluids or "humors," and that the blending of these fluids caused variation in temperament. The temperaments were:

- The Choleric—fiery and angry;
- The Sanguine—ethereal and lively;
- The Phlegmatic—cool and sluggish, and
- The Melancholic—dark and gloomy.

In this issue we have **Mona Coates** and **Judith Searle** from their just released book "Sex, Love and Your Personality — Type Four, the Individualist in Love" the entire chapter on Fours; six stories in all, a male and a female starring in each subtype. The Self-preservation Fours: Emma, is described as "spoiled rotten and with a sense of entitlement to everything she ever wanted or demanded;" and, Charles,

a pot smoking relatively successful industrialist who is reckless and teetering on a variety of edges. Our Sexual Fours: Natasha, is a tempestuous character involved with a similarly adventurous but solid character; and Calvin, a middle aged gay man struggling with obsessive hysteria that drives his much younger partner away. The Social contingent: Elizabeth, a seasoned citizen looking back at her life and seeing so many missed opportunities; and Devon, a young fragile and moody designer beginning his life who needs to learn how to surrender vague dreams of "automatically" bestowed success due to his "specialness."

The book is now available on Amazon and at the IEA Conference bookstore.

Anyone who has been in an intimate relationship, currently is, or some day will be... will find lots of useful tips on how to deal with "issues" and may even recognize how to improve themselves...imagine that.

"Eight Possible Meanings of Positive" has been a central theme for **Susan Rhodes** in her approach to the Enneagram. She even wrote a book about it, *The Positive Enneagram*, and still, her positions get misunderstood. This is a thumbnail recap meant to clarify the distinctions between a variety of interpretations of "positive."

**Clare Cherikoff** has a way of resolving complex issues like the Gordian Knot (I bet she likes how Alexander did it), or the less well-known story of the Egg of Columbus, (he responded to those who pooh-poohed his discovery of America and if they were so smart, he challenged them to stand an egg on its tip. They huffed and puffed for days and no matter how hard they tried, they couldn't do it and gave up. So Columbus showed them in a second. He tapped the egg flattening its tip so that it stood.

"Enneagram Gone to the Dogs, and One

Cat" is Clare's short and catchy description of types appealing to the young in years or heart among us. These sketches introduce short video clips that can be accessed on the internet. Humor is an excellent tool to disarm the pompous as well as catch the attention of those distracted who were passing by. •

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