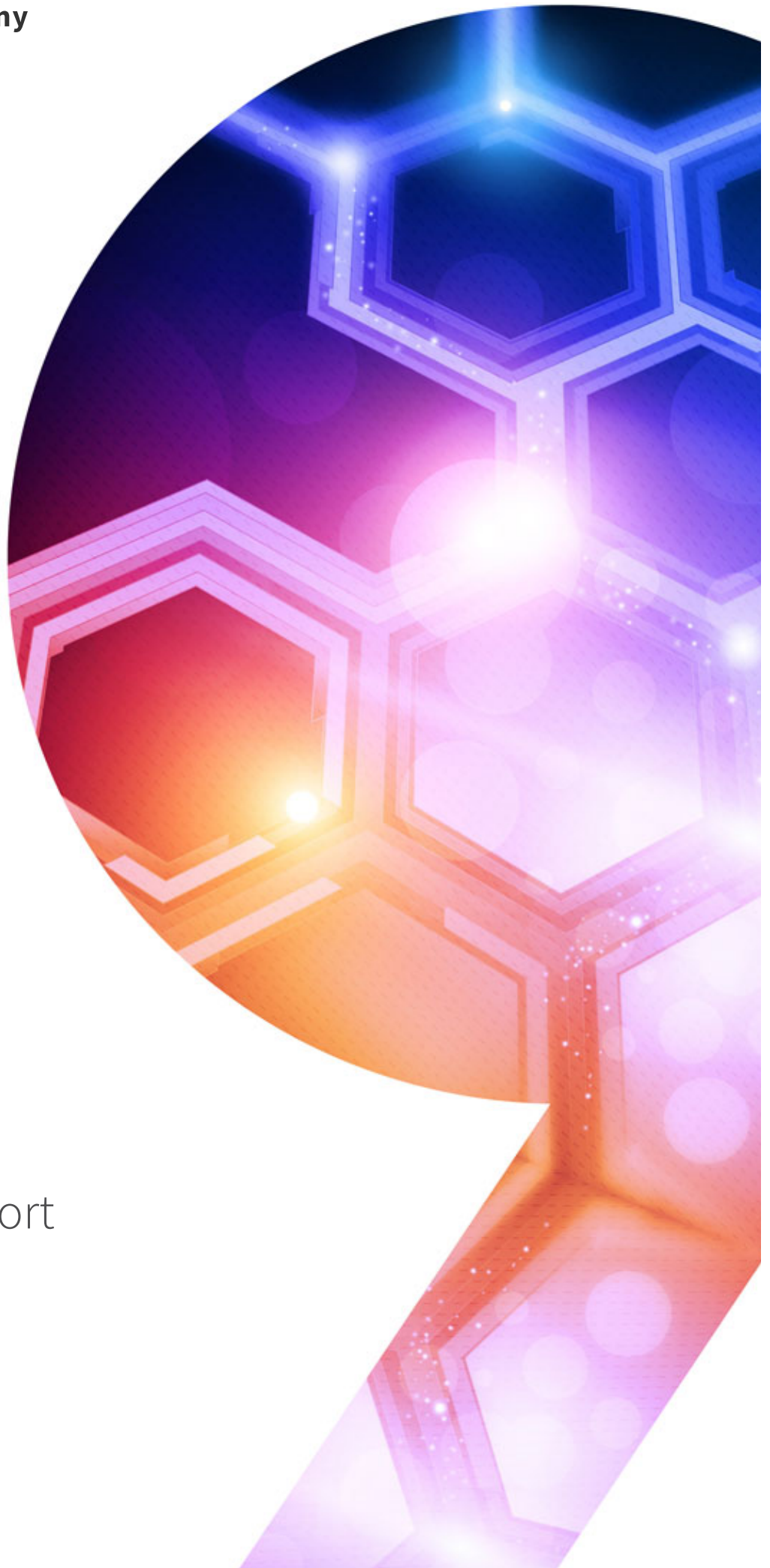**Investment Company**
Marketing Team

12 MAR 2018 |

iEQ9 TEAM
Standard Report

integrative 9
ENNEAGRAM
SOLUTIONS

Quick reference to all 9 Enneagram styles

Disciplined Structure - Teams with an Enneagram 1 team style prefer a disciplined, structured team environment with clear roles and tasks. These teams emphasise quality, accuracy and attention to detail and are willing to invest significant time in crafting policies, planning and reviewing work. Taken too far, these values risk becoming overly rigid or intolerant of failure and learning.

Relational Support - Enneagram 2 style teams are supportive, relationship-oriented and caring, often quick to help each other or offer advice. These teams are comfortable with collective goals and operating within structures that are interdependent, interactive and supportive. An Enneagram Two team thrives on appreciation and will respond best when their effort is acknowledged by others.

Smart Effectiveness - A typical Enneagram 3 style team is goal-directed, hard-working and task-focused. As the team aspires to be the best, there may be a sense of competition with other teams. These style 3 teams want to get things done effectively, but also want the status and recognition that go with success.

Creative Originality - Teams characterised by Enneagram 4 values operate well in a team environment that is grounded in a deep sense of purpose and allows room for independence, creativity and self-expression. These flexible, imaginative teams contribute energetically to innovation and tend to have a strong sense of gut or intuition, rooted in emotional honesty.

Technical Specialisation - The Enneagram 5 style focuses on competence, expertise and objectively making sense of their world. These self-sufficient teams tend to manage and conserve their time, energy and resources to ensure and maintain their independence. The Enneagram Five team may get caught up in thinking as they try to make sense of issues and data.

Risk Awareness - 6 is the point of loyalty and teamwork on the Enneagram, and these teams enjoy a collaborative, stable team environment. These teams tend to emphasise avoiding risk and may try to "manage by committee". Building trust is an important step for these teams to establish healthy dynamics and hold each other accountable.

Enthusiastic Networking - Teams that are characterised by the Enneagram 7 team style are optimistic, fast-moving and prefer a more informal team environment that offers variety and freedom. These teams tend to excel at starting up new projects, idea-generation and networking. Their ability to improvise and remain positive supports high levels of motivation.

Active Control - Control and taking direct action define the Enneagram 8 team style, and these teams like to take charge of situations in a firm, confident way. These teams thrive on responsibility and find it easy to challenge each other. When responsibilities are clear, the team are able to achieve at a high level but when responsibilities are unclear, power-struggles and conflict can result.

Adaptive Mediation - The Enneagram 9 style team is likely to appreciate collective goals and is likely to move towards past precedent and compromise solutions when faced with opposing views. They prefer a harmonious, peaceful environment and may struggle to engage in constructive conflict, both within the team and with influential stakeholders.

Your Integrative Enneagram Team Report

This report reflects your Enneagram team profile and aims to support you and your team in a shared journey of discovery and improvement. Whether you are familiar with the Enneagram or new to the framework, this report offers a springboard for your team journey. It aims to grow your interpersonal and team awareness, tap into your team gifts at a deep and powerful level and, ultimately, enable your team to express your purpose and potential fully. We highly recommend working with an accredited Integrative Enneagram practitioner to facilitate and support your team as you unpack and integrate the wisdom of the Enneagram and the information in this report.

**The Enneagram and team development.**
Teams aren't born great, but rather evolve to high-performance through a set of development stages as they negotiate their shared values, priorities and ways of working together. Over time, they form a unique team style, a set of collective values, norms and beliefs that give the team a distinctive 'character' or 'personality' and guide how its members see their purpose, roles and relationships. Effective team dynamics are key to performance, but not all great teams are the same. Each team must develop a unique contract and effective ways of working together that harness the gifts of their team style, and the Enneagram powerfully supports this process.

Using the Enneagram to Develop as a Team

The Enneagram offers many possibilities for team development and we recommend that your team discuss and explore these together. Working with your Enneagram as a team offers opportunities to build deeper levels of psychological safety and trust, enabling a higher quality of collaboration, collective learning and, ultimately, performance. Depending on your current team issues and development priorities, different growth paths within the Enneagram may be more or less helpful.

Keys to unlocking the potential of this report:

- No team style is better or worse than another. Work to identify the gifts and strengths of your team style, connecting to the unique value you offer to the world.
- Notice any significant imbalances in your team profile (such as underrepresented centres or styles) and ask what the team loses by paying less attention to these areas.

- Notice where your team may be stuck or trapped in fixated behaviour patterns and work to access a more liberated, integrated expression of your team's purpose and potential.
- Discuss points of inefficiency or friction in the team and the patterns or assumptions that underlie them. Identify ways to improve your team processes, balancing dominant tendencies or energies within the team.
- Understand your collective social and conflict styles and develop processes to harness healthy conflict as a driver of performance, not a barrier. Healthy conflict accelerates performance; unhealthy conflict destroys it.
- Within the team, value and support the unique contribution of each team member. The Enneagram develops compassion for the individuals in a team and offers insight and practical tips on working with different types.
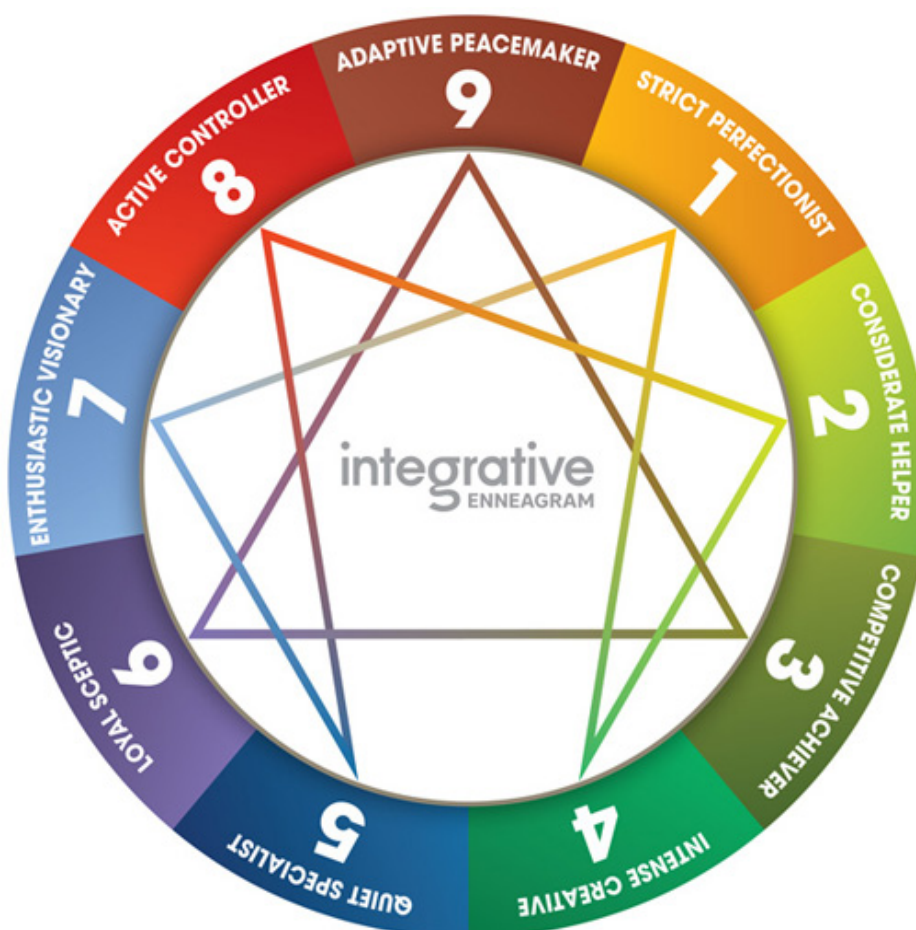
What you will find in the report

This report contains the information that will help you better understand your team and your reasons for your shared patterns of doing, thinking and feeling:

Centres of Expression	This section reflects how your team shows up in the world - the balance of thinking, feeling and action in how you interact and express yourselves.
Team Enneagram Profile	This section reflects the distribution of individual Enneagram Types in the team, as well as the overall team profile. Each team style represents an important competence or contribution to team effectiveness, and a high-performing team will be able to access all nine styles when needed.
Primary Team Style	This section tells you more about the Enneagram team style your team resonates with and the likely strengths, weaknesses and worldview associated with this style.
Secondary and Under-Developed Team Styles	This section highlights which secondary Enneagram team styles the team has access to, and which styles or abilities may need development.
Team Development Stages	Each team will navigate the forming, storming norming and performing process differently. This section outlines what your team can expect in each stage of development.
Team Strain Profile	This section highlights the current levels of stress and strain being experienced by the individual members of your team. Remember that strain changes over time and this is a current state assessment.
Team Instincts	This section helps your team understand the key focus or impact of the survival instincts that drive your team and contrasts the team instinct with the leader’s.
Team Interaction and Conflict Styles	This section looks into your team’s preferred Interaction Styles and Conflict styles, reflecting potential tensions within the team.
Team Leader Enneagram Style	This section contrasts the Team Leader’s Enneagram type with the Team Enneagram style, highlighting the key dynamics in this combination.

Also look out for:

DEVELOPMENT EXERCISE BOX ↻

**Highlight box** with points specific to your team.
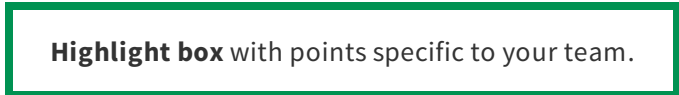
Team Center of Expression

The Center of Expression indicates the team's collective preference in how they express themselves and relate to their world. This may not reflect individual motivation or preferences but is the collective behaviour or point of entry into team process and engagement with stakeholders.

Chad Smith, Lise Smith, Pieter Smith, Deborah Enderle
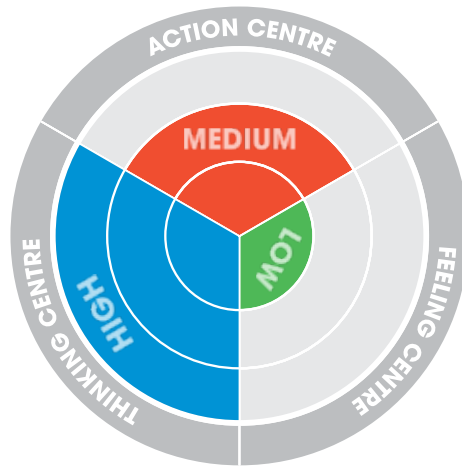
Quintin Smith, Richard Smith, Tiffany Chen, Richard Cubitt, Kandi Rippert

Nicola Smith, Laurie Pyburn

The Dominant Center of Expression of your Team

THINKING CENTER – highest/dominant: Thinking energy is 'cool' and relates to rationality, ideas, planning and prioritising. A team that is thinking-centerd will excel at analysing and seeing different aspects of the issue, generating and assessing ideas based on a solid understanding of the facts. An over-reliance on Thinking may lead to 'analysis paralysis' where action is delayed by over-planning in an effort to control the complex and uncontrollable world. Challenge yourselves to reflect on whether your thinking is spacious and trusting or simply a 'busy team mind' full of worry, doubt and criticism. When expressed intelligently, the Thinking Center brings a quiet clarity and curiosity to teams.

ACTION CENTER – moderate: Action energy is 'hot' and relates to movement, instinct and physical sensations. At a moderate level of expression, this center is likely to give your team the energy and ability to make things happen. Some team members might prefer a greater sense of urgency, but the team acts in a steady way. The Action Center is also known as the 'gut' center. As a secondary center of Expression, action-first is unlikely to be your team's default style, but you might revert to more instinctive or knee-jerk responses when the team is threatened or confronted by issues.

FEELING CENTER – lowest (occasionally this is also moderate): Your team has least access to its Feeling Center, implying that emotions may be neglected during decision-making. Feeling energy relates to emotional self-awareness, connection and relationships. With a low Feeling Center, your team may struggle to connect to emotional dynamics, making it difficult to relate to each other and build trust. Teams with low feeling are sometimes described as highly task-oriented, even insensitive or callous. Working to explore this center as a team offers the potential to become more present to experiences in the team and feel more connected.

DEVELOPMENT EXERCISE: The Centers

Here are some ideas on practices and approaches that support the expression of all The Centers in an intelligent, present and mindful way.

Your team's THINKING CENTER may be over-expressed. Work towards a more balanced and healthy expression by doing the following:

- Incorporate methods to ensure that decision-making includes information from the feeling and Action Centers. Connect to emotions and intuition through processes such as check-ins and reflective activities.
- Avoid 'analysis paralysis' by setting limits for investigative or data-gathering phases. Obsessive analysis can be a defence against the fears or uncertainty of taking action.
- Define and practice less analytical, more dynamic decision-making approaches that are better suited to conditions of ambiguity and paradox.
- Test your many theories and ideas in the real world, sooner, through simple processes such as prototyping and stakeholder feedback.
- Work to cultivate a quiet, clear team thinking style by consciously accessing your 'higher knowing' and trust in each other. Do not allow team discussions to focus on fears, doubts and 'musterbation'.
- Consciously question assumptions to widen your team's focus on attention and perspectives.

Your team's ACTION CENTER is moderately expressed. Support your team in balancing all centers, by doing the following:

- Allow space in meetings and work days to connect to feelings, understanding that some team members may be more comfortable than others.
- Use the team's awareness and compassion to tune into the potential impact of team decisions on the environment and stakeholders, supporting sensitive choices.
- Draw on this balanced emotional center to develop and reinforce your team's ability to give and receive feedback in a compassionate, mature way.
- Be aware that your team might be somewhat sensitive to the potential of rejection or being overlooked, but unlikely to raise this. Make these considerations more explicit by openly discussing fears and concerns in team meetings.

Your team's FEELING CENTER is under-expressed. Work towards a more balanced and healthy expression by doing the following:

- Ensure that all team members take responsibility for moving the team forward, rather than depending on one or two individuals to do so.
- Translate emotions and concerns into clear, practical action steps and behavioural criteria wherever possible.
- Include an assessment of "urgency" as part of your team's decision-making criteria.
- Cut meeting times by 20-30% without reducing the content being discussed.
- Encourage individuals to "walk and talk" when discussing important projects.
- Constantly ask "What are we going to do? What are we doing? Are we doing enough? Are we doing what we said we would do?"
- Hold each other accountable to commitments and ensure new commitments are action-oriented and linked to specific behaviours.
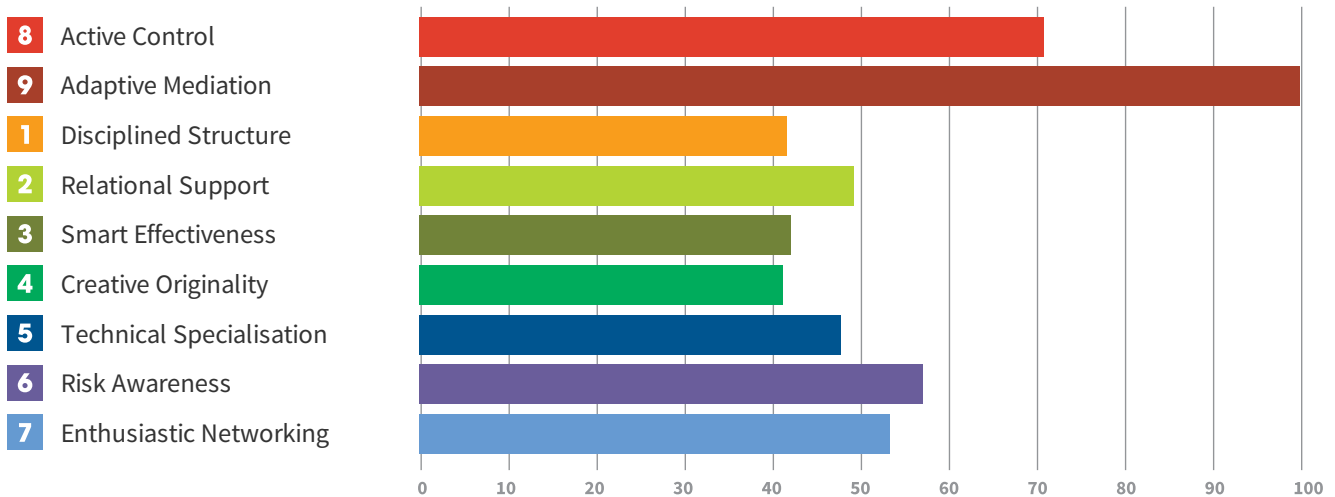
Team Enneagram Profile

This section indicates your primary enneagram team Style, reflecting the collective values and drivers that are likely to be important and present in the team. this team style is contrasted to the distribution of individual enneagram types in the team, including the leader (L).
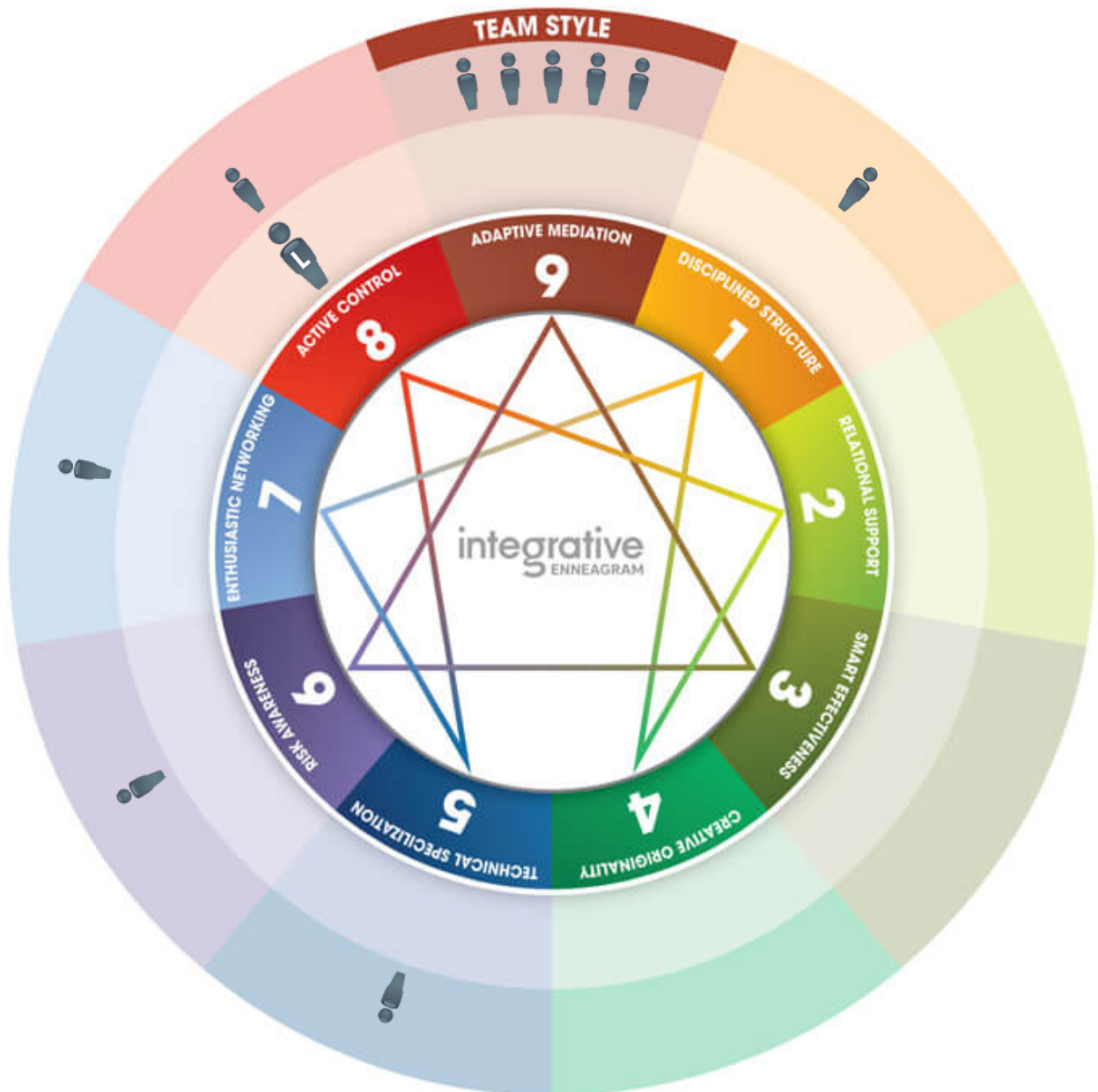
Team Enneagram Distribution

The image below represents the collective energies or styles accessible to your team. Note that this is a collective profile and does not necessarily reflect the individual types in your team's makeup. High bars represent styles or competencies your team has easy access to and collective energy for. These may also become defaults or areas of over-focus for your team. Low bars reflect energies or competencies that are under-represented in your team, which may become blind spots or areas of low competence.

	Style	Value
8	Active Control	~71
9	Adaptive Mediation	~99
1	Disciplined Structure	~42
2	Relational Support	~49
3	Smart Effectiveness	~43
4	Creative Originality	~41
5	Technical Specialisation	~48
6	Risk Awareness	~57
7	Enthusiastic Networking	~53

Team Members' Core Types

This table reflects the Enneagram Types of the individual team members and offers insight into the diversity in your team. Each type has differing needs when it comes to team dynamics such as trust, conflict and communication, and it may be powerful to explore individual experiences within the team.

8	LEADER: PIETER SMITH Nicola Smith	9	Deborah Enderle Kandi Rippert Laurie Pyburn Richard Cubitt Tiffany Chen	1	Quintin Smith
2		3		4	
5	Richard Smith	6	Chad Smith	7	Lise Smith

Team Styles

As teams grow and evolve through the team development cycle, they develop a distinctive Team Style built on shared values, priorities and ways of working. Your primary Team Style represents the values, beliefs and norms that give your team its 'character' and influences how its members see their purpose, roles and responsibilities.

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9 **Adaptive Mediation**

Marketing Team,
you resonate with the **Enneagram 9 Team Style**

Core Style – Enneagram 9 – Adaptive Mediation

Teams that are characterised by an emphasis on Enneagram 9 values are likely to prefer an environment that is characterised by harmonious and peaceful team relationships. Your team is likely to appreciate collective goals and move towards past precedent and compromise when faced with opposing views and complex challenges. Although some team members are more adaptive than others, the team as a whole is likely to be willing to adapt to ensure harmonious relationships. When conflict occurs or there are strongly opposing views, your team may struggle to remain focused on the matter and may find that collective energies quickly wane.

This may lead to procrastination in addressing issues or a diversion of energy into less important, but also less controversial or volatile issues. This may also decrease the amount of candour in the team as well as increasing the likelihood for occasional passive-aggressive behaviour. To others it may seem as though the team is mostly acting on "cruise control" as you tend to go with the flow.

Values

The team is likely to place a high value on:
- Listening
- Adaptability
- Mediation
- Compromise
- Harmony

Preferred Goals

The team is likely to prefer and resonate most with goals that are:
- Clearly defined and communicated
- Meaningful
- Practical and concrete
- Predictable and within the scope of previous goals
- Broadly or generally applicable
- Developed through consensus and collaboration with all involved parties

Associated Strengths

The team is likely to have energy and strength in:
- Listening
- Adaptability
- Mediation
- Compromise

An Ennea Style 9 team at a healthy level of expression:

Values collaboration and teamwork, with members giving their loyalty and cooperation to the team, its leader and its goals. These teams often excel at trouble-shooting and risk management, able to scan for risks and threats in the environment without falling into anxiety. They preserve traditions and are highly responsible, dedicated and reliable. Team members are supportive of each other, yet able to engage in healthy conflict and dissent due to the trust and psychological safety they have developed.

An Ennea Style 9 team at an unhealthy level of expression:

May struggle with anxiety and doubt, hesitant to trust each other at an authentic level. This mistrust may spread to the team leader and other stakeholders, and leadership may be tested and questioned frequently. This absence of trust leads to an avoidance of conflict, as members are reluctant to express dissent and disagreement as this may lead to conflict or strong reactions from others. Without trust or healthy conflict, there may be a lack of commitment and focus on team goals, with the team's energy instead focused on a hyper-vigilant scanning for threats in the environment and a fixation on factors outside of their control. These teams are typically characterised by a turbulent and reactive pattern of interpersonal conflict, with frequent misunderstandings as members over-react to perceived (or imagined) slights and threats.

Potential Team Issues

When the Enneagram 9 values are taken too far or not balanced, the following challenges and risks may emerge for your team:

Your team may procrastinate over projects or tasks, especially those that are daunting or more strategic than operational. The team may seem very busy when this happens, making a case for not having time to get to things, but these busy tasks may be peripheral or unimportant.

In an attempt to avoid conflict, issues may be swept under the carpet, ignored or smoothed over. Your team is likely to keep an unrealistically positive outlook during times of challenge as a way of coping with tension.

Your team is likely to remain on pleasant footing with each other even when deep grievances or unhappiness are experienced by some members.

Your team may find that it says "yes" to tasks, clients and to team commitments when there is a firm "no" that wants to emerge. This may open the team to being taken advantage of or 'hijacked' by external clients or internal team members with strong personalities.

Your team may get trapped in the tyranny of consensus by being over-inclusive and wanting to reach agreement on almost everything.

Indecision may delay action or lead to missed deadlines as your team is likely to lack urgency. This patient approach may enable underperformance inadvertently as performance issues may be overlooked, left undiscussed or handled very lightly.

Too much stability and equilibrium can negatively impact on your team's ability to adapt and tackle innovation opportunities with gusto. This may inhibit the growth and strategic impetus in the team.

When things are not going well in the team, individuals may withdraw. From the outside it may seem as though individuals are sulking, ignoring issues or being passive aggressive.

Team Core Style Effect on Relationships

At an interactive level, relationships in this type of team are likely to be pleasant and unpretentious, supported by routines that allow for connection without disruption. While the team works to support peace and avoid conflict, they run the risk of being indecisive and non-assertive. Team members may struggle to connect to their own individual needs and position and the team may be unable to take firm, decisive action or say "no" to unreasonable requests from clients or stakeholders.

Your team's conversations are likely to be more diplomatic and restrained than direct or forthright, with individuals taking time to listen to each other's contributions and inputs. Being a conflict avoidant team style, outbursts of anger or frustration are unlikely in your group. Relationships will cool and become distant if conflict is regularly suppressed. When anger or conflict does erupt, the team is likely to be exhausted rather than energised by this experience and need time to recover. To return to equilibrium and harmony, individuals may be quick to mediate and facilitate the conflict towards a mutually beneficial compromise.

Team Core Style Effect on Planning & Decision-Making

Your team is likely to be quite open-minded yet distracted in its thinking patterns, preferring to take a global and generalised view. The team may also be constrained by a thinking pattern that supports the notion that it is not healthy to fully assert oneself. Your team is likely to be quite adept at recognising and exploring different and potentially opposing positions without feeling the need to commit to a firm view. This may lead the team to go backwards and forwards on issues. When strong opinions are expressed without alternatives being offered, the team may accept such opinions as their own, but may be just as quick to adapt and change to a position of compromise should an alternative emerge.

Your team may at times simply avoid thinking about and spending time on unpleasant matters. When decisions need to be made, these may be offered as suggestions rather than firm decisions. At unhealthy levels of expression, the team may be so invested in not allowing things to unsettle them that their application becomes unfocused. The team may underplay the extent to which their opinions and inputs matter in relation to those of clients or other stakeholders.

Team Core Style Effect on Tasks

This team is likely to accomplish tasks at a patient, calm and constant pace. Individual members will mostly accept each other's contributions rather than be demanding or driving. Your team is likely to struggle with procrastination and may need time to get going on projects that are not routine. However, once it has gained momentum, the team will generally be steady and steadfast in their effort and application. Their priority list is likely to be strongly influenced by the agendas of other stakeholders or a desire to simply go with the flow. This outer directedness may impact on the effectiveness and ability of your team to deliver under pressure, leaving it at the mercy of control and instructions from clients, stakeholders or highly assertive individuals.

When the team is unwilling to commit to a task or is put off by its gravity, they are more likely to simply not do it than to show open resistance. Indecisiveness may hinder task completion and effort. As your team becomes healthier and more integrated, the ability to hold to and implement its own agenda is likely to grow. The more practical and predictable a task, the more likely it is to be completed.

Secondary Team Enneagram Style Influence

These secondary team styles are also prevalent in your team. Secondary styles may be evident at the level of behaviour and competencies, but have less influence on team motivation, values and culture than the main team style.

8 Enneagram 8: Active Control

As a team, there is likely to be a strong emphasis on action that underpins a lot of collective conversations and decisions. The team is likely to express high levels of decisiveness and a no-nonsense attitude, however some individuals in the team may be more likely than others to take action. When taking charge of challenges, the team is likely to be concerned about aligning activities to the broader strategy and asserting influence to move the team forward. Other stakeholders in the value chain may on occasion feel that the team is getting involved in issues they should not be involved in. Some people may experience the team to be over-assertive and even pushy in how they collectively drive their agenda within the organisation.

Associated Strengths

- Management
- Control
- Independence
- Drive
- Strategy

6 Enneagram 6: Risk Awareness

The team values loyalty and risk-awareness and may be cautious in its approach, evaluating data from the environment that may impact decisions. The team may debate issues which could slow down decision-making. As the team values teamwork and shared responsibility, decision-making may be more democratic and collaborative when the situation allows for such an approach. Trust is likely to be important for this group: at the level of decision-making (Do we trust this decision?), team relationships (Can we trust each other to be responsible?) and leadership (Do we trust our leader/company leadership?). Some team members may be more cautious and anxious than others.

Associated Strengths

- Risk Management
- Teamwork
- Responsibility
- Situational Awareness

Under-Developed Team Style

These under-developed team styles represent values and behaviours that are not well represented in the team, and may reflect areas that are lacking in team health and effectiveness.

4 Enneagram 4: Creative Originality

Self-expression, individualism and introspection are qualities that may be under-represented and neglected in this team. As a result, the team may not pay enough attention to innovation and change. This may lead to the status quo becoming entrenched and to inflexibility, even during times when a more creative approach is required. The team may also not value intuition, hunches and ideas as much as it should, which may lead to individuals holding back on contributions that are more qualitative or intuitive in nature.

Potential development areas:

- Intuition
- Innovation
- Purpose
- Individualism
- Aesthetics

1 Enneagram 1: Disciplined Structure

Conscientiousness, precision and strictness are qualities that may be under-represented and neglected in this team. As a result, the team may not pay sufficient attention to issues pertaining to organising, detail and quality. This may lead the team to prefer a more informal and unstructured approach. The team may find that they dislike being bound by strict rules, policies and procedures. At times, the team may prefer to interpret policies as guidelines rather than hard-and-fast rules. Inflexibility in others may frustrate the team.

Potential development areas:

- Quality Management
- Procedure
- Self-Discipline
- Planning
- Conscientiousness

Team Style Impact during Team Development Stages

The primary team style will have a significant impact on your team's journey through the natural process of team development, represented by Tuckman's model of Forming, Storming, Norming and Performing stages of team development. The team style influences the energy, resistances and ease with which the team is likely to navigate various stages, offering insights and cautions throughout the journey.
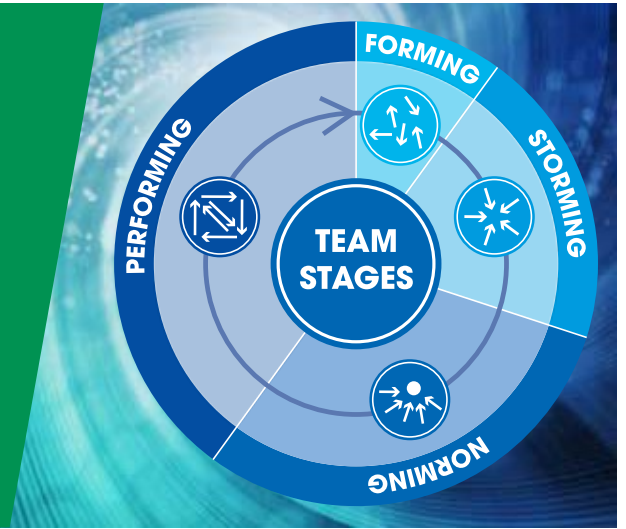
It is helpful for your team to identify where you feel you are in the Tuckman cycle, and what challenges and opportunities might apply.

A team with the style of Enneagram 9 are likely to experience the following dynamics:

Forming		During this stage of team development, your team may seem open, easy-going and comfortable in getting to know each other. The team is likely to dislike processes that seem misguided or one-sided during this phase, as they will have a preference for being inclusive and accommodating of each other. The team is likely to have generalised rather than specific discussions with each other. At times members may become quiet or seem distracted. Your team may get stuck in this phase as the pleasantries of forming are likely to be preferable to the challenges of storming.
Storming		Your team is likely to be very uncomfortable during the storming phase of development and may try to avoid it. This can keep the team stuck in the forming phase. When conflict arises in the team, some members may withdraw at the level of attention and may overlook the benefit to expressing conflict to move things forward. During storming, the team is likely to mediate and try to ensure that all voices are heard. When changes are needed, process rather than structural changes will be more acceptable. Conflict is likely to be quite exhausting for the team.
Norming		Your team is likely to breathe a collective sigh of relief as it moves from storming to norming and tensions seem to dissipate. As long as goals, norms and values are agreed on through consensus and collaboration, the team will support it. When goals are set without input from all, the team may feel disappointed but may prefer not to express this. Your team is likely to prefer broad process agreements to being told what to do or rules that are controlling and prescriptive. Team members will generally listen to each other, but may still be plagued by indecisiveness.
Performing		Your team is likely to thrive once it reaches this stage. Once teamwork and productive harmony emerge, the team should be able to maintain a steady momentum. The team is likely to take pleasure from group activities and interdependence. They will make the most of opportunities for collaboration and consensus. At times discussions may still be more generalised and individuals may discuss issues at length without positioning their own opinions strongly. The team is likely to enjoy and support each other in a non-intrusive way.

Ennea 9 Team Style impact on development

Team Strain Profile

The Team Strain profile provides insight into how the team are coping with their current context and reflects the experiences of individuals within the team in the present environment. Strain is measured separately from Team Style in the test and is a reflection of the current situation and time.

Note that this profile is not necessarily representative of the collective stress being experienced by the team as a unit, but rather reflects individual strain. It is a subjective measure and some individuals may be experiencing significantly higher strain levels at the present time than others.

Remember that what may cause high strain for one person may cause much less for another. Your team should focus on supporting individual members experiencing high strain.

Also, remember that low strain is not necessarily a positive indicator, but may rather reflect a risk of boredom or stagnation in a team that needs a new challenge! Similarly, high strain may reflect a period of change or healthy stretch for your team.

The theory of stress, distress and eustress holds that:

- Too little stress makes activation and action difficult and can lead to "rust out"
- There is an optimal level of arousal and stress for each individual and collective, referred to as "eustress"
- Beyond a certain level of stretch, eustress becomes distress which leads to exhaustion and burnout

The Human Function Curve
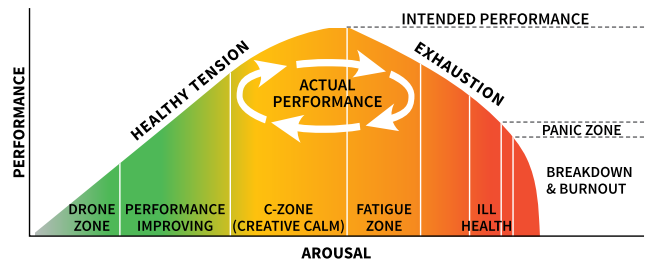
DEVELOPMENT EXERCISE: To support Team Members under Strain

↻ **Be sensitive to individual levels of strain** and where additional support is required

↻ **Assess where the leader may have access to** more energy and resources that might support the team

↻ **Build positive team dynamics in which** individuals express mutual support and appreciation of each other

↻ **Address areas of frustration in team** dynamics through behavioural and facilitation intervention if required

↻ **Support and encourage individuals to take** care of their wellbeing (emphasise self-care over self-sacrifice)

↻ **Find ways of alleviating the sources of** strain through access to the line of release of the Team Core Style

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Happiness is a reflection of how individuals feel about the current levels of strain – optimistic and happy or pessimistic and frustrated. High Happiness suggests that the team members are currently happy and coping well with their situation. However, some members may feel less happy or satisfied than others, and the team should check in and support individuals who are feeling more strain.

Vocational Strain reflects how passionate and stimulated individuals feel in their work and how enjoyable it is at present. Moderate Vocational Strain suggests that your team is stretched, but not stressed by their current responsibility and workload. Monitor to ensure that individual concerns are addressed before stress becomes unmanageable.

Interpersonal Strain measures the level of satisfaction and support experienced in close personal relationships with family and friends. Low Interpersonal Strain indicates that your team is feeling connected to those close to them and spending sufficient time with family and friends. This supports their effectiveness in the team.

Environmental Strain relates to how individuals relate to their environment, primarily focusing on their home and the community environment in the area in which they live. Low stress and strain in this area contribute to positive overall levels of energy and satisfaction, and support the team's engagement in the workplace.

Psychological Strain is an indicator of how current levels of stress and strain are affecting an individual's sense of emotional and psychological well-being and the extent to which they feel overwhelmed. Low strain in this area implies that most individuals in the team are coping well. They are able to access their strengths and resilience and to bring their best selves to the team. If your team is in a recovery phase, this is positive. Over extended periods of time, however, low strain can leave certain teams feeling under-stimulated, bored or complacent.

Physical Strain is an indicator of how healthy, connected and strong individuals feel physically, related to factors such as sleep, energy and exercise. High Physical Strain may show up in the team as increased illness, absenteeism and burnout. The team should ensure their workload is shared evenly and support individuals, addressing the causes of strain.

Overall Strain Team members are currently experiencing low levels of strain. This may indicate positive momentum and healthy coping mechanisms, or a lack of energy. Low strain is not necessarily positive, but may reflect boredom in a team that needs a new challenge. The team might benefit from a stimulating new project or a conscious effort to stretch their growth into their Enneagram line of stretch and development.

Team Instincts

The instincts describe the dominant or primary survival needs that manifest individually and collectively in the team. these instincts drive behaviour at an unconscious level and have a significant impact on the team's style, reactions and concerns.

9
KEYWORD: **APPETITE**

◎ PRESERVATION
⊶ 1 ON 1
◇ SOCIAL

Self-Preservation - SP

The dominant instinct in this team is Self-Preservation (SP). This instinct focuses awareness on preserving the team's ongoing safety, integrity and effective functioning. As a result, a lot of energy is directed into protecting the team and its members from harm both from each other and from external forces. At a healthy level, self-preserving teams are grounded and mature, often highly self-sufficient and focused. They tend to invest in resources and self-improvement in disciplined and pragmatic ways. An over-expressed or less-healthy self-preservation instinct may, however, lead to hoarding energy and resources, and defensiveness to demands or interference from outside the team.

SP Team focus

- Resources
- Sustainability
- Independence
- Effectiveness
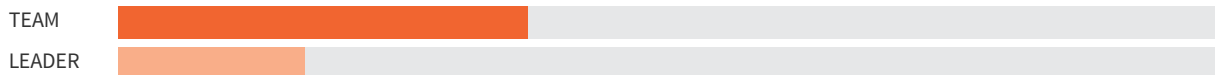
TEAM
LEADER

One-to-One - SX

The One-on-One (SX) instinct is the least-expressed in this team, suggesting that you may tend to procrastinate or avoid doing things that are highly stimulating or energised, including sharing personal feelings within the team. These teams downplay strengths and accomplishments and struggle to share their insights and ideas with a broader audience, often fading into the background. The team may feel they lack a connection or sense of purpose and are stuck in a routine that they can't break out of. They may struggle to maintain their collective energy and enthusiasm for the team's work.

Team focus

- Relationships
- Intensity
- Creativity
- Change
- Innovation

TEAM
LEADER

Social - SO

At a moderate level, the Social (SO) instinct brings an awareness of the norms, dynamics and relationships in the team and broader community. They may be tuned into the underlying emotional currents in groups and organisations. The team is likely to be sensitive to the impact of their decisions and actions on other teams and the organisation. They may feel torn at times between the desire to connect to the broader system, but also to pursue their own passions or needs. These teams see their position and relationships in the organisation as an asset and generally appreciate regular stakeholder interaction.

Team focus

- Status
- Hierarchy
- Co-operation
- Norms

TEAM
LEADER

The **Self-Preservation** instinct in an **Enneagram 9** team style emphasises the need to find security and protection through the comfort of physical resources and routines. This is likely to emphasise their focus on practical, concrete and everyday immediate experiences rather than abstractions.

These teams tend to make their presence felt in the world as deliberate, energetic and forward-moving. Their warm, self-deprecating style is often fun to engage with.

Comfort (not conflict) is important to this team and they will prefer a predictable rhythm, manageable workload and some flexibility around time and expectations. Routine gives them comfort, especially if it ensures nourishment, so these teams may build team rituals around fulfilment of physical needs, for example, regular team lunches.

If taken too far, the team might use these routines as an escape, "numbing out" through non-productive activity.

The team like the support that structure provides and may resist change due to an unconscious need to maintain the status quo.

They tend to passively resist being controlled, even though they may appear to comply. The team may stall and procrastinate on certain projects or tasks, especially if these are very daunting.

The team may seem very busy when this happens, making a case for not having time to get to things. In reality, these busy tasks may be unimportant and a way to avoid engaging.

The Self-Preservation instinct will emphasise the Nines sensitivity to being taken advantage of or facing too many demands. These teams prefer a light, active style and pace. They are, therefore, sensitive to overstimulation and more irritable and aggressive than other Enneagram 9 style teams.

Peace and time alone are important to them and they may be stubborn when others upset their balance or create problems. These teams may benefit from rituals that bring them into awareness and connection with each other, stopping activity for a short while so that they can reflect deeply.

DEVELOPMENT EXERCISE: Balancing and Developing as a SP Team

↻ **This team strives for security by** accumulating resources and positioning themselves within the broader organisation and risks appearing manipulative or self-serving to others as you make useful connections that support this goal. Work to connect with others through an authentic base of shared purpose, which will energise and ground the relationship.

↻ **Your team tends to be private and** reserved, despite consciously connecting as needed. Consciously spend time connecting with the interests and passions of key stakeholders to build deeper relationships.

↻ **Your team has a gift for preserving** stability and risks this becoming a general resistance to change. Consciously look for ways in which changes could improve team and organisational sustainability and challenge any reflex defensiveness within your team.

↻ **Collectively, you may need to build in time** for renewal and self-focus. Create spaces for mindfulness in decision-making processes, giving members time to relax and ground themselves.

↻ **The team preference for avoiding** complication or conflict may create a blind spot for things that feel risky, such as feelings and frustrations within the team. Explore and implement processes that support healthy conflict of ideas without causing interpersonal tension.

↻ **The SP-SO team may downplay their** strengths and accomplishments and struggle to share their insights and ideas with a broader audience, often fading into the background. Rather than sacrificing your organisational standing for the sake of comfort, consciously challenge yourselves to clearly express your team perspective more.

↻ **Get in touch with the more intense aspects** of team experience and incorporate these into your team processes, including questions that stimulate curiosity and excitement or enthusiasm, stepping into the unknown together.

Team Interaction Styles

The Team Interaction Style profile indicates the team's typical stance or approach to engaging with the world, as well as the typical social style within the team in everyday circumstances.

Team Interaction Styles

ASSERTIVE	TEAM	
	LEADER	
COMPLIANT	TEAM	
	LEADER	
WITHDRAWN	TEAM	
	LEADER	
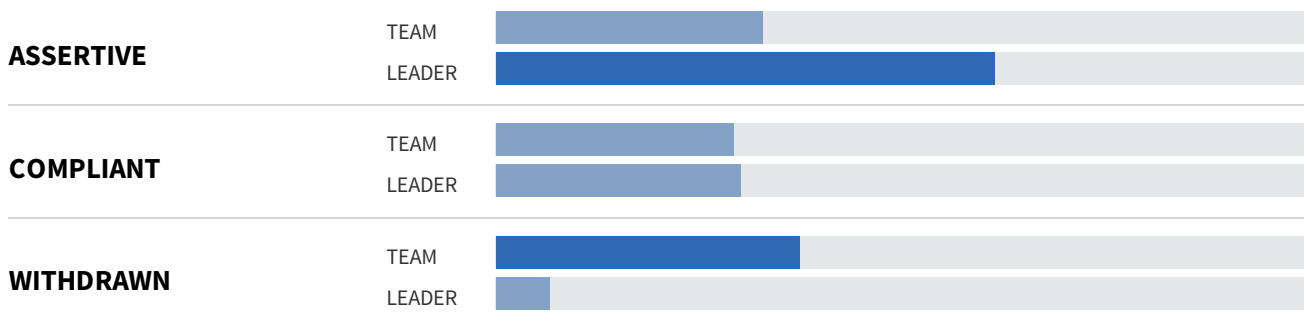
Social Interaction Stack: WITHDRAWN-ASSERTIVE-COMPLIANT

In this team, there is a strong need to disengage from the stress of the environment and connect to their inner world, as represented in the Withdrawn social style. This may lead to some individuals preferring a more introverted, quiet and private social style. Some team members may dislike being in the spotlight, preferring roles that allow them to work alone, contemplate their ideas in peace and avoid confrontation. The Assertive social style is moderately expressed in your team, which is likely to lead to some interactions also being characterised by certainty, expansiveness and strong advocacy.

In a healthy team, members are able to respect the boundaries of this Withdrawn style and the team will form strong internal bonds through their shared interests and meaningful collaboration. Their secondary style of Assertiveness might be brought to the fore to defend those boundaries and sharing conclusions with others, and the thinking-acting-reflecting pattern creates a culture of conscious-action learning. In a less-healthy team, however, this profile of styles can lead to a conflict cycle where team members experience frustration but avoid discussing it, allowing frustration to build until it leads to more assertive comments or angry outbursts. The stress of these conflicts makes the team keep them brief and withdraw with no real resolution. This hurried approach may create superficial or knee-jerk solutions that miss deeper issues. The conflict or issue may appear settled, but will re-emerge.

Your team has less access to the Compliant style and may need to develop more collaborative ways of engaging with organisational stakeholders, to enable them to connect to their environment in a more balanced way. Connecting more to the organisation outside of the team can help de-personalise tensions and provide an external benchmark for aligned decision-making and healthier conflict.

As the withdrawn movement of this team combines with a desire to "keep the peace" from the position of Enneagram 9, members may minimise their needs and desires and become deeply withdrawn. These teams face a key challenge in becoming more assertive and present in their world.

Team Conflict Styles

The Team Conflict Style represents the conflict response of the team and indicates the team's likely focus of attention during periods of conflict or when they do not get what they want.

Team Conflict Styles

METHODICAL
TEAM
LEADER

REACTIVE
TEAM
LEADER

AVOIDANT
TEAM
LEADER
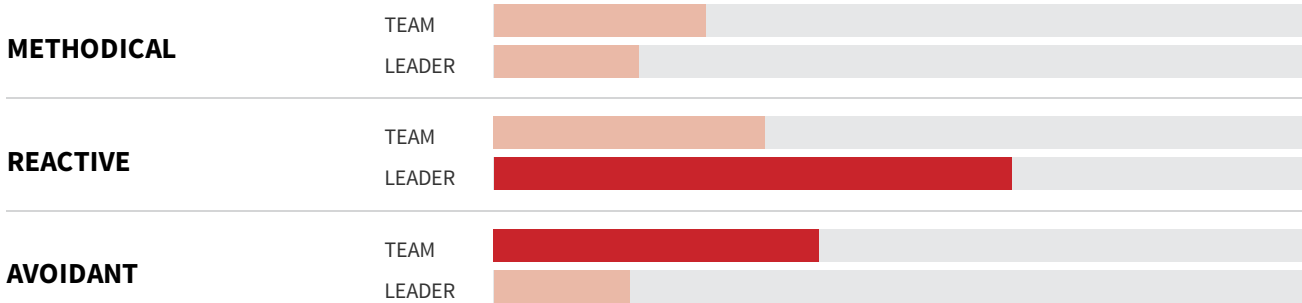
Conflict Style Stack: AVOIDANT-REACTIVE-METHODICAL

When the team does not get what it wants, it will tend to take an Avoidant approach, finding a way to essentially make the problem go away. This may lead to an element of "escapism" in relation to the issue, quickly diverting attention away from the conflict towards the future. Although this enables the team to maintain motivation and energy, it may also lead to issues being dealt with superficially or being swept under the carpet too quickly.

As a secondary strategy, the team may go to the Reactive approach when it is unable to make a problem go away. This response is likely to be more negative and vocal, expressing their anger or frustration. This anger or frustration may be directed at a particular team or individual in the form of blame, and may provoke strong responses. The team may have a pattern of 'coming out swinging' when they are put under pressure and can no longer deny, avoid or reframe negative situations. Moving from flight (denying that there is a problem) to fight (expressing strong feelings and demanding a response from others), the team might be experienced as volatile or defensive.

The team is least likely to utilise a competency-based response and will rather focus on the feelings and impulses around conflict. The potential risk is they may do very little focused problem-solving or conflict resolution, and may need structured models to increase this capability in the team. This conflict pattern also implies that the team may not have a strong capability to reflect philosophically on their mistakes and failures and may need formal processes to ensure they learn from their experiences.

Enneagram Style of the Leader

This section of the report draws on the two connecting lines in the enneagram model of each enneagram type. there are different views on the directionality of these lines. it is however generally accepted that there is a pathway towards integration and development through both of these connected enneagram types.

8
Active Control

The team leader, has a dominant motivation towards Active Control as an Enneagram 8.

Leadership and management efforts are likely to focus on tasking charge and directing action towards achieving the vision.

This is likely to manifest as leadership behaviour in the following ways:

- Willingness to take charge and direct team resources and energies assertively
- Ability to set challenging goals while driving towards task completion impatiently
- Expression of plans and ideas in very certain terms, not leaving much room for dissent, ambiguity or uncertainty
- Irritation when having to get too involved in the smaller details, with a paradoxical tendency to also micro-manage, especially when dealing with non-performance
- Willingness to delegate once people have proven their reliability and capacity
- An approach to feedback that is forthright and no-nonsense
- Potential for being fiercely protective and supportive towards the team and individuals within the circle of trust

DEVELOPMENT EXERCISE: Areas for leadership to focus on

↻ **Patience and the ability to allow projects** to mature, germinate and incubate

↻ **More empathic and gentle approaches to** getting things done, feedback and communication

↻ **Maintaining work-life balance**

↻ **Being open to outcomes, not attached to** them

↻ **Collaborative and participative ways of** sharing responsibility and ensuring collective decision-making

↻ **Balancing confrontational and supportive** approaches

An Enneagram 8 leadership style of within a team that values the of Enneagram 9, may lead to the following:

As the team and leadership style sit at adjacent points on the Enneagram, the higher side of leadership and team behaviours have the potential to stimulate integration, while the lower side may lead to disintegration.

The team is likely to offer the leader a stabilising and receptive energy that tends to slow and calm the more assertive, impatient energy of the leader. The team will focus the leader's energy and balance his/her need to push through all obstacles with subtler approaches.

The leader is likely to offer the team their active energy and the capacity to take direct charge of challenges in the organisation as they arise. The leader will push for quicker decision-making and the need to act on decisions.

At high levels of integration, the team will support the leader's projects and decisions as the leader takes on challenges in a fearless and bold way on behalf of the collective. The team will develop the capacity to do so without losing sight of their own needs, desires and influence.

At low levels of integration, the leader and team may get involved in power struggles. The leader is likely to be openly dominant, overriding the inputs, plans and recommendations of the team. This may lead to the team becoming stubborn and passive-aggressive as a way of maintaining independence and control.

The team's style has the potential to enable shared leadership, collaboration and interdependence without which the leader may push members in different directions without much regard for their own intentions and initiatives.

The leader and team share a desire for decisions and strategies to be uncomplicated.

The leader may sometimes be more openly expressive and confrontational than the team is comfortable with. When confrontational interactions occur, team members need to remain fully present in the conversation.