

**Sample Organization**

# MadeUp Team

27 AUG 2021 | STRICTLY CONFIDENTIAL



**iEQ9**  
**TEAM**  
Enneagram Report



# Quick reference to all 9 Enneagram styles

1

**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.

2

**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.

3

**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.

4

**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.

5

**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.

6

**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.

7

**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.

8

**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.

9

**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.**

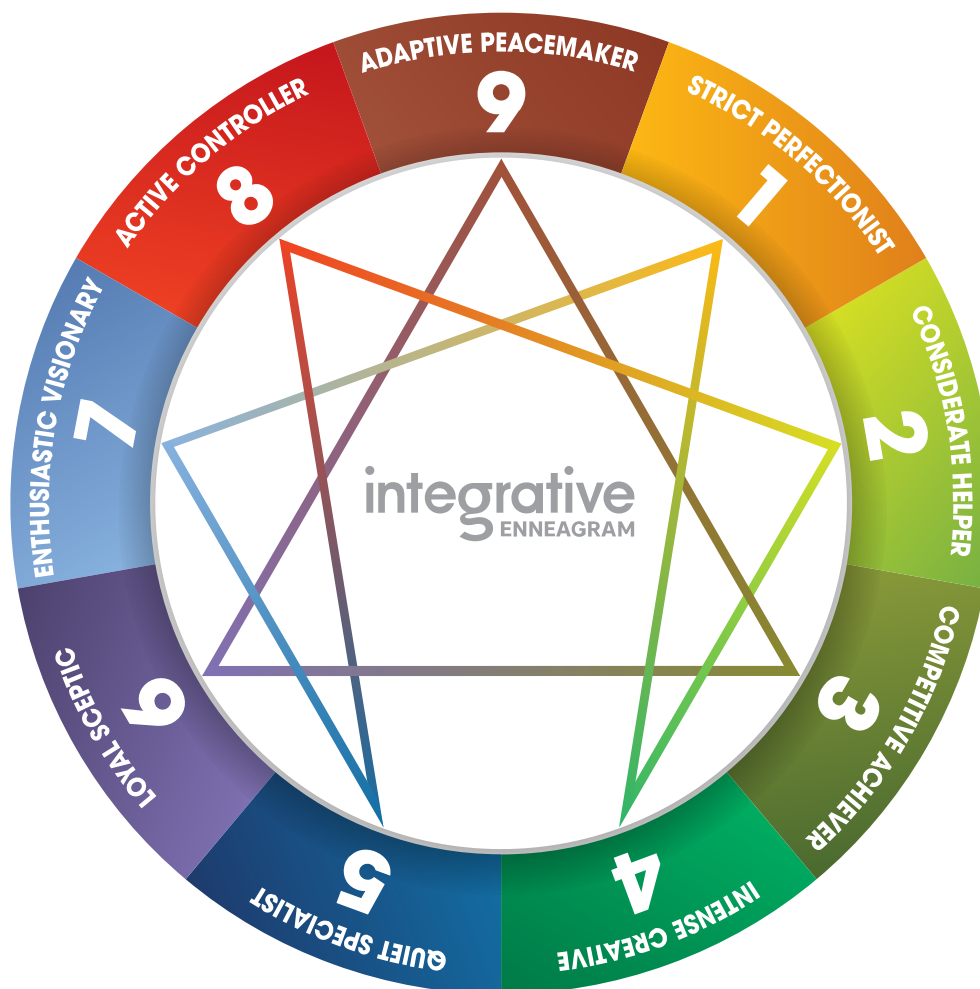
Teams aren't born great, but rather evolve to high-performance through a set of development stages as they negotiate their shared values, priorities and ways of working together. Over time, they form a unique team style, a set of collective values, norms and beliefs that give the team a distinctive 'character' 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.



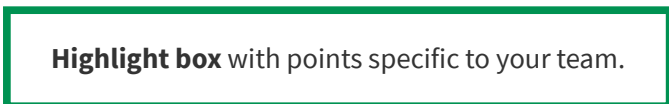


# What you will find in the report

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:

<b>Centres of Expression</b>	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.
<b>Team Enneagram Profile</b>	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.
<b>Primary Team Style</b>	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.
<b>Secondary and Under-Developed Team Styles</b>	This section highlights which secondary Enneagram team styles the team has access to, and which styles or abilities may need development.
<b>Team Development Stages</b>	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.
<b>Team Strain Profile</b>	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.
<b>Team Instincts</b>	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.
<b>Team Interaction and Conflict Styles</b>	This section looks into your team's preferred Interaction Styles and Conflict styles, reflecting potential tensions within the team.
<b>Team Leader Enneagram Style</b>	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:



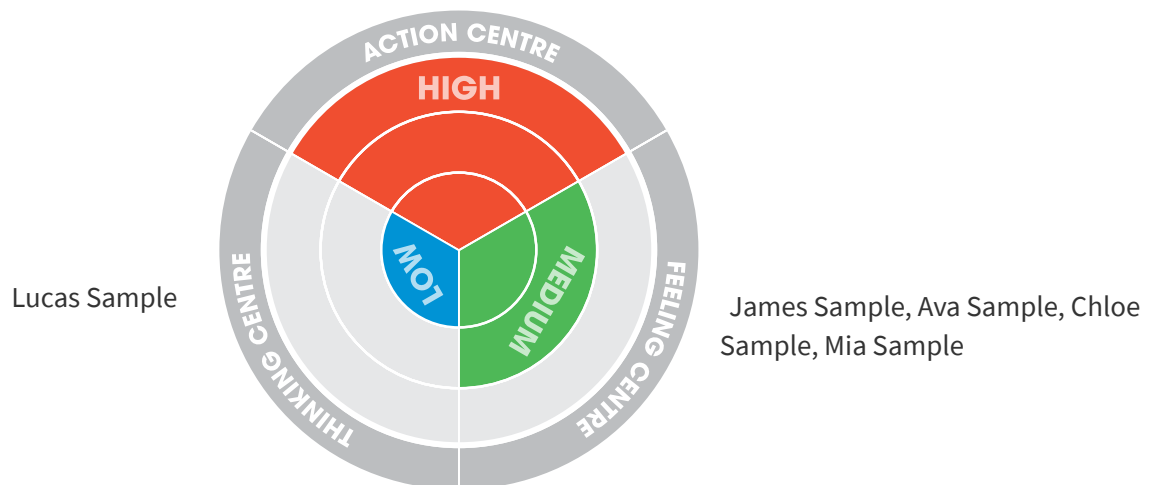
**Highlight box** with points specific to your team.

## 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.



Noah Sample, Amelia Sample, Ethan Sample



## The Dominant Center of Expression of your Team

**ACTION CENTER – highest/dominant:** Action energy is ‘hot’ and relates to movement, instinct and physical sensation. Teams with a strong Action Center are grounded and alive, tuned into both their instinctive voice and the external environment. Excessive, unfocused action can lead to ‘busyness’ and reactive responses. Your team may be quite impatient to move from problems to decision-making and implementation, and other stakeholders may struggle to keep up with your pace. At an emotional level, the gut or Action Center is associated with anger in various forms and these teams may be experienced as aggressive and ‘angry’ by others in the organisation.

**FEELING CENTER – moderate:** Feeling energy is ‘warm’ and relates to emotional self-awareness and relationships. At a moderate level of expression, it will raise awareness of emotional dynamics and feelings in your team, although you may not trust those feelings as a guide in decision-making or action. Emotional expression is probably present in your team but not very open, and could vary from positive emotions such as empathy and affirmation to feelings such as irritation, anger, impatience and disappointment. Your team may rely quite heavily on certain individuals or processes to represent feeling energy within team discussions.

**THINKING CENTER – lowest (occasionally this is also moderate):** Your team has least access to its Thinking Center, which indicates that attention to detail and analysis may be neglected during decision-making. Thinking energy is ‘cool’ and relates to rationality, information, ideas, planning and prioritising. At an under-expressed level, a lack of this center in a team can lead to an inability to anticipate and plan, resulting in an uncoordinated approach that seems either instinctive or emotional to others. This blind spot may also be expressed as a lack of attention to detail, resistance to analysis and a low desire to plan and prepare.



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 ACTION CENTER may be over-expressed. Work towards a more balanced and healthy expression by doing the following:**

- When your team is faced with problems, balance a sense of urgency with appropriate research, reflection and consultation before acting.
- Introduce processes to guide the team to connect to the facts and feelings around the issue before jumping into action planning.
- Be aware of the intensity and sense of tightly restrained anger your team might present to the world and find ways to express and release that intense energy in appropriate ways.
- Notice any habit of 'busyness' in your team and develop disciplines around managing energy – for example, limit how many active projects the team has at any time.
- Slow down! Many action-centric teams find great benefit in practices such as breathing exercises and meditation, which give individuals a moment to reflect and reconnect.
- Consciously schedule time for your team to connect weekly, without an overfilled agenda, to allow for more exploratory, social and emergent conversations.



### **Your team's FEELING 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.

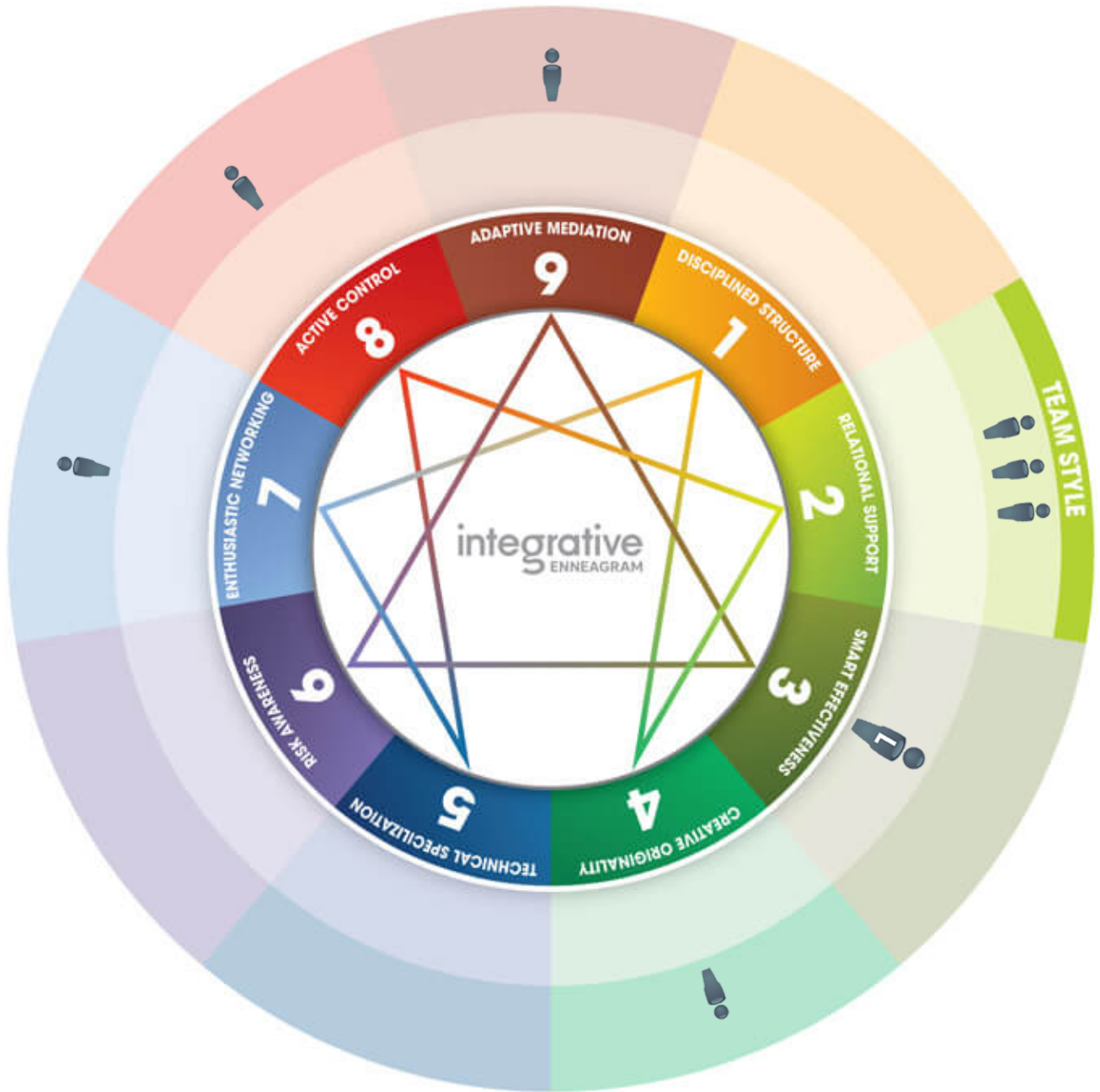


### **Your team's THINKING CENTER is under-expressed. Work towards a more balanced and healthy expression by doing the following:**

- Slow decision-making down by spending more time analysing information and risk as a team, before committing to a course of action.
- Develop and apply observation and reflection skills in your team as you plan for the future.
- Explore and apply systematic analysis and decision-making processes when tackling significant team issues and choices.
- Constantly ask questions such as "What additional information do we need to consider before making a decision; What else do we need to know about this issue; Which experts do we need to invite into this discussion?"
- Pay attention to prioritisation practices and planning agendas and projects collectively.
- Practice cooling conversations down when debates get heated by focusing on facts and objective data rather than subjective opinion.

# Team Enneagram Profile

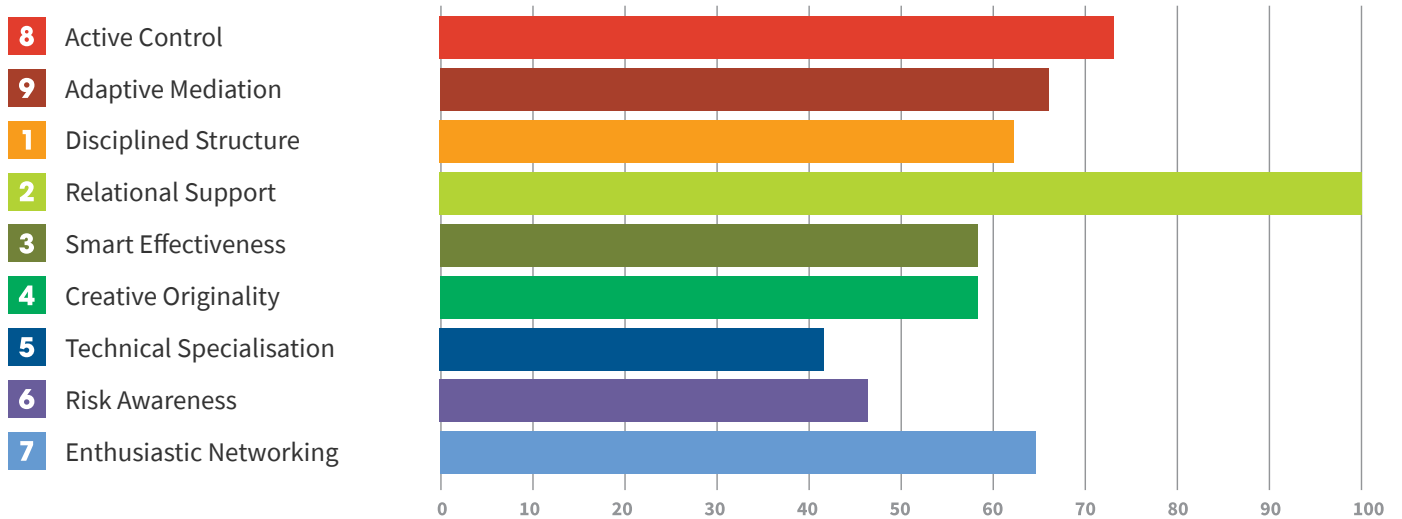
This section indicates your primary enneagram team Style, reflecting the collective values and drivers that are likely to be important and present in the team. This team style is contrasted to the distribution of individual enneagram types in the team, including the leader (L).





## Team Enneagram Distribution

The image below represents the collective energy 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.



## 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.

<b>8</b> Noah Sample	<b>9</b> Lucas Sample	<b>1</b>
<b>2</b> Ethan Sample James Sample Mia Sample	<b>3</b> LEADER: AVA SAMPLE	<b>4</b> Chloe Sample
<b>5</b>	<b>6</b>	<b>7</b> Amelia Sample

# 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.



2

**Relational Support**

MadeUp Team,  
you resonate with the **Enneagram 2 Team Style**

## Core Style - Enneagram 2 - Relational Support

Teams that are characterised by an emphasis on Enneagram 2 values are likely to prefer an environment that is interdependent, interactive and supportive. Your team is likely to appreciate collective goals and to move towards standing in service of others, thereby being highly attuned to stakeholder needs. Although some team members are likely to be much more people-oriented than others, collectively you are likely to emphasise the value of going the extra mile and showing encouragement and care for others.

The team may be quick to help each other and give advice when problems occur and will express generosity towards others. Your team thrives on appreciation and will work at its best when you feel that your effort is being appreciated and valued by others. The team are likely to encourage each other’s contributions and efforts.



### Values

The team is likely to place a high value on:

- Care
- Support
- Empathy
- People
- Relationships
- Appreciation

### Preferred Goals

The team is likely to resonate most with goals that are:

- Shared and agreed on by all team members
- Purposeful
- Linked to team strengths
- Supportive of others
- Likely to enhance teamwork and relationships

### Associated Strengths

The team is likely to have energy and strength in:

- People-Orientation
- Warmth
- Sociability
- Client/Customer- Orientation
- Communication

## An Ennea Style 2 team at a healthy level of expression:



Will be highly attuned to the needs of their clients and other stakeholders, without losing sight of their own team goals. They are sensitive about their impact on others, do not see themselves in a rescuer role and are generous with their support without being pushy. They balance the competing demands of organisational health (relationships) and effectiveness with sensitivity and are able to say no with compassion and clarity. At their best, Enneagram 2 teams are able to make unpopular decisions while still taking all perspectives into account, and express their appreciation and needs with ease.

## An Ennea Style 2 team at an unhealthy level of expression:



May be overly invested in the agendas and needs of their stakeholders, engaging in over-zealous service and manipulation to earn their approval and status. A key warning sign of an unhealthy Two team is that they are generally quick to attack or sulk if their efforts are not noticed and appreciated. At the same time, these teams believe they have special insight into relationships and issues in their organisation, often taking it upon themselves to get involved in facilitating these. At an unhealthy level, they may do so in an intrusive way, disrespecting boundaries and alienating the very relationships they value so highly.

## Potential Team Issues



When the Enneagram 2 values are taken too far or not balanced, the following challenges and risks may emerge for your team:

**↻ Your team may find that you run out of energy** and compassion at times as a result of “compassion fatigue” and burnout.

**↻ Your team may become angry and resentful** when all your hard work is not being recognised or appreciated by others. When this happens, it may first be expressed as silent unhappiness, but may eventually be vocalised as anger and animosity.

**↻ Given the extreme tendency to help and support** others, this may border on rescuing people. This may lead to people becoming dependent on your team, unwilling to take responsibility for their own tasks and problems.

**↻ Your team’s style of engagement may be** perceived as meddlesome, interfering and manipulative by others if interventions are undertaken without being requested, welcomed or necessary.

**↻ Under pressure your team interaction style may** draw so strongly on emotional coercion and manipulation that others experience high levels of guilt and resentment while completing tasks.

**↻ In an attempt to always be there for others, your** team may neglect important strategic and internal operational responsibilities in favour of taking care of the needs of others. Over time this may lead to a more reactive approach that makes truly proactive strategic action difficult.

**↻ Your informal and friendly approach may lead to** others underestimating your team and how seriously it takes its responsibilities.

**↻ Key stakeholders may become slightly** distrustful of the compliments and flattery that normally accompanies interactions with your team.

**↻ Taking up non-performance and other** performance problems in an even-tempered, objective way may be extremely challenging for your team.

## Team Core Style Effect on Relationships



Team relationships are likely to be pleasant, open and encouraging. Team members are likely to be keen to get to know and support each other, adding a strong personal flavour to the way they work together. Team members' inclination to be supportive may lead them to flatter, compliment and charm excessively. As the energy of your team is focused on others, the team is likely to put effort into making sure that other people are happy and content. This generally has a positive impact on the quality of team and stakeholder relationships, although members may mask exhaustion and unhappiness in an effort to still be there for others.

Your team may run the risk of being manipulative at times, setting themselves up to help, rescue and assist others in ways that make them indispensable. When conflict arises, your team will be keen to break the tension and resolve issues, although it will also be important for team members to feel that they have been heard. Themes of conflict are likely to include members feeling unappreciated, taken for granted or side-lined on issues. Although generally friendly and warm, when conflict arises team members are capable of unexpected anger.

## Team Core Style Effect on Planning & Decision-Making



Your team is likely to be quite attuned to what others need and want. You are, therefore, likely to spend a lot of mental energy connection to the deficiencies and needs of others. The team is likely to conversely spend very little mental time on their own needs and future desires. This move towards others is likely to also create concern and worry about how others are faring with tasks and the support they may require.

Your team may tend to quickly assess the assistance and help others need, moving to implement this or give advice without others being involved in the decisions around the issue or even aware of their need for help. This move towards advice and support may not be universally appreciated. Whether the support is being welcomed or not is unlikely to feature high on your team's mental agenda as they assume the interventions are welcome and valued. The team may work actively to deny the pride they take in being helpful and indispensable, yet at the same time, the team is likely to be highly sensitive to not being appreciated, which may lead to self-pity and anger.

## Team Core Style Effect on Tasks



Your team will be quick to respond when others need a favour, advice or assistance. From a task perspective, team members may find that the service aspects of their roles resonate strongly with them. As your team values the ability to be supportive and helpful, you may at times struggle to say "no", taking on tasks that could over-extend you or lead to the neglect of other responsibilities. This may build some dependency with others. "Compassion fatigue" and burnout are real risks as your team move from helping in one situation to the next with insufficient attention to their own needs and energy levels.

When tackling tasks, you generally take a strengths-based approach while also creating opportunities for teamwork. Your team will show more commitment to tasks that are shared and agreed to by all members and is likely to spend more effort and energy on tasks that promise to enhance relationships within the team or with stakeholders. If your team's effort is not being appreciated or acknowledged, resentment may build as you grudgingly continue to do what needs doing. Positive feedback and acknowledgement are welcomed by the team, leading to greater effort.

## 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

- Leadership
- Dominance
- Drive
- Management
- Strategy

### 9 Enneagram 9: Adaptive Mediation

The team is likely to move towards past precedent and compromise when faced with opposing views. Although some members are more adaptive than others, the team as a whole is likely to be willing to adapt to ensure harmonious relationships. When there are strongly opposing views on issues, the team may struggle to remain focused on the matter and may find collective energy quickly wane. This may lead to procrastination when addressing issues or a diversion of energy into less important, but also less controversial or volatile issues. This may also affect the honesty and openness in the team and could lead to passive-aggressive resistance of decisions if they are deemed to be unreasonable or have been “bullied” through the system.

#### Associated Strengths

- Gentleness
- Interconnected
- Low Conflict
- Momentum
- Fairness



## 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.

### 5 Enneagram 5: Technical Specialisation

Sense-making, separation and resource conservation are qualities that may be under-represented and neglected in this team. As a result, the team may consistently move towards others when solving problems, thereby not creating enough time to consider and contemplate matters independently. The team may end up taking subjective positions motivated by a need for certainty, compromise and correctness when a more objective position may be required. Depth of thought leadership and knowledge management may need to be developed within the team.

#### Potential development areas:

- Building depth of expertise
- Objectivism
- Conservation of resources
- Self-sufficiency
- Conceptual thinking
- Solitude

### 6 Enneagram 6: Risk Awareness

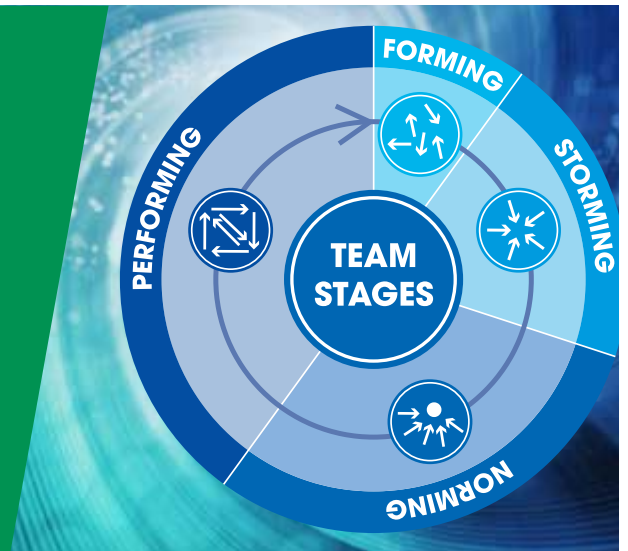
Caution and teamwork are qualities that may be under-represented and neglected in this team. As a result, the team may not pay enough attention to team dynamics and social responsibility towards other members, expressing a more individualistic orientation. This may lead to the team being invested in individual rather than collective goals and a lack of shared responsibility for moving the team forward. The team may also react to issues without considering the impact of their contributions.

#### Potential development areas:

- Loyalty
- Social Responsiveness
- Teamwork
- Risk-Aversion





# 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 2 are likely to experience the following dynamics:

Ennea 2 Team Style impact on development		<p><b>Forming</b> During this stage of team development, your team will be open, friendly and engaged. Members should be fairly comfortable with the small talk and social niceties that often form part of the early stages of building relationships. They are likely to be genuinely interested in getting to know each other as well as the strength and talents each person has to offer the team. From the outside, your team will seem helpful, supportive and encouraging. Members will generally be obliging and helpful, enabling them to warm to each other quickly.</p>
		<p><b>Storming</b> During this stage of team development, members may be so focused on ensuring that others are heard that they fail to voice their own thoughts and concerns. When conflict arises, your team will move to resolve issues swiftly and will be quick to advise each other on the way forward. When tensions arise, many team members should take responsibility for breaking the tension and moving issues forward. There will generally be a high level of awareness of team dynamics and how people are getting along. Members may, however, complain indirectly.</p>
		<p><b>Norming</b> Your team is likely to become progressively more assertive as it enters this stage of development. Members will make suggestions on how to tackle projects and to improve relationships. Your team will generally affirm each other's inputs, giving each other positive feedback and encouragement. The team will solicit inputs from each other to build a collective understanding of the needs of stakeholders and clients as well as the team's situation and purpose. Team norms are likely to include a strong focus on being helpful and supportive.</p>
		<p><b>Performing</b> Your team should enjoy contributing at this stage of development. During this stage, members will generally take on responsibilities that not only relate to their own roles, but will also actively contribute to other's roles and responsibilities. The team's momentum and synergy is likely to provide members with energy and motivation. Team interactions are likely to be characterised by high levels of support, generosity and empathy. Members are likely to be close, even seeing each other as friends. They are likely to coach each other towards task completion.</p>

# 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.

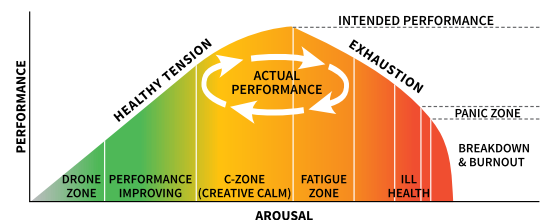
Also, remember that low strain is not necessarily a positive indicator, but may rather reflect a risk of boredom or stagnation in a team that needs a new challenge! Similarly, high strain may reflect a period of change or healthy stretch for your team.



## 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



**Happiness** is a reflection of how individuals feel about the current levels of strain – optimistic and happy or pessimistic and frustrated. A moderate level of Happiness suggests that the team have mixed feelings - some members may feel less satisfied or fulfilled than others. Check in as a team and ask how you can support individual members 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. Moderate Interpersonal Strain suggests your team may be feeling the tension of ‘work-life balance’ with work commitments intruding on family time. As a team, focus on streamlining processes and workload to support balance.



**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. Moderate strain may indicate a healthy level of stretch, with individuals feeling pressure but still coping. If your team is at this level consistently, over time this may impact on individual members’ resilience and risk burnout in high-pressure situations. Work to embrace diversity and support individuals in bringing their strengths to the team.



**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 moderate levels of strain. This may indicate healthy levels of pressure and momentum (positive stress) or a growing frustration and tension (negative stress). At a collective level, the team may need to work to keep the balance. Check in on the amount of support provided to individual team members under pressure.



# 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.

2  
KEYWORD:  
PRIVILEGE

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

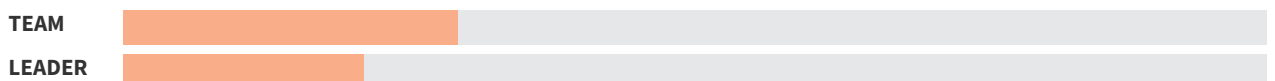


## One-on-One - SX

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

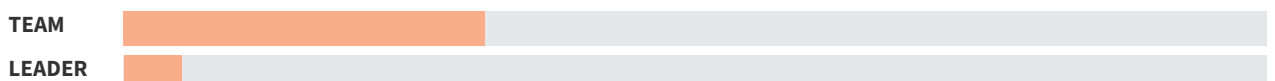


## Social - SO

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





## The dominant instinct in this team is Self-Preservation

The **Self-Preservation** instinct with an **Enneagram 2** team style creates a counter-expression of the Compassionate Helping style and this may, therefore, not behave like a typical 2 team. Rather than the extreme humility of some Enneagram 2 teams, the Self-Preservation team is likely to view themselves as being important to the organisation and see their contribution as indispensable.

They feel that they should be seen and valued by stakeholders, but are generally not comfortable demanding affirmation or promoting themselves, having an unexpressed expectation of the rightful privileges that come with being so central to operations and success.

As the counter-type, this team exists in a paradox – they want to be appreciated and taken care of (with resources, approval and value provided to them) but they also want to maintain their independence. This tends to make these teams more fearful, guarded and ambivalent about their relationships than typical Ennea 2 teams.

The approval, protection and visibility of stakeholders carries great weight in the team and rejection (real or imagined) by powerful sponsors or influencers is a trigger for them.

This instinct also impacts on the ability of the team to express their feelings and fears in a mature way, both externally as a group towards stakeholders and internally between members.

The team is unlikely to overcommit and takes responsibilities seriously. They may, however, also be seen as resistant as they tend to be hesitant, cautious and self-protective in taking on long-term commitments and responsibilities. This team needs to be aware of a potential tendency to ignore or repress feelings of neglect, exclusion or hurt until they surface as resentment.

They will benefit from working with their collective defences, embedding structured stakeholder feedback processes and being more conscious about fear and ambivalence in their relationships.

### DEVELOPMENT EXERCISE: Balancing and Developing as a SP Team



**C 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.

**C 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.

**C 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.

**C This team strives for security risks appearing** self-serving to others. Work to connect with others through an authentic base of shared purpose, which will energise and ground the relationship.

**C 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.

**C 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.

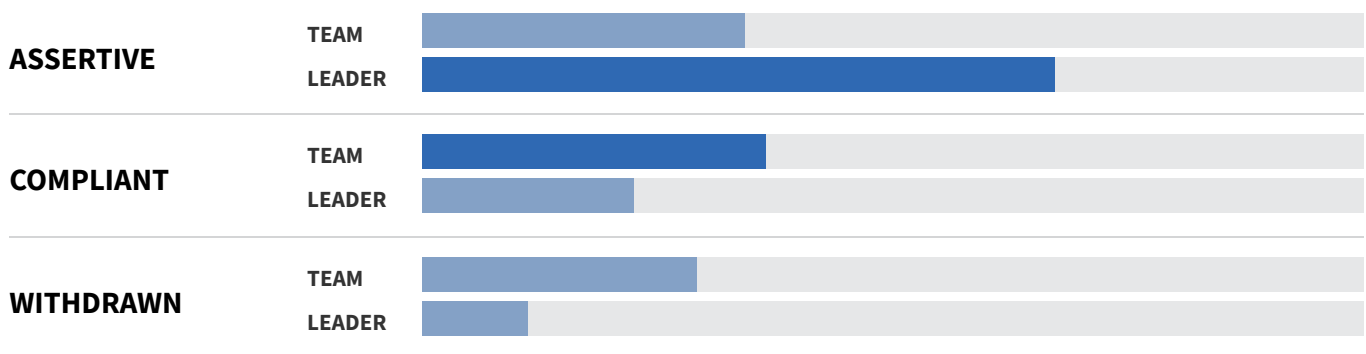
**C Get in touch with the more intense aspects of** team experience and incorporate these into your team processes, including questions that stimulate curiosity and excitement or enthusiasm, stepping into the unknown together.

# 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



## Social Interaction Stack: COMPLIANT-ASSERTIVE-WITHDRAWN

In this team, there is an emphasis on aligning to and supporting what is right, as represented in the Compliant social style. This style prioritises working with others and will encourage your team to balance individual opinions and desires with group norms and standards of behaviour. The Assertive social style is moderately expressed in your team, which would help to ensure that once the team has understood the norms and bigger picture, their interactions would tend to be decisive, extroverted and energetic.

Members may be aware of their relationships with authority figures and the team is, therefore, likely to support and comply with larger organisational initiatives and strategies. They get involved, wanting to be part of things. Their primary motivation is to align and support the organisation or the greater good, and they can be assertive and steadfast in doing so. This team may be openly judgemental of other teams or individuals who do not comply to the norms and priorities of the greater system.

These teams get involved in their environment, often 'leading from the front' in organisational change efforts. They may step in to lead if they believe they can make things happen. They are adaptive, both changing themselves to align to others and trying different approaches to change and influence their world. Your team may have a tendency to become whatever it believes it needs to be to influence the future. This combined with their warm, embracing exterior has the potential to appear 'political' or insincere to outsiders. Their potential blind spot is for withdrawal – taking time to disengage from the world to assess, analyse and connect to a true sense of meaning within the team. Taking the time to do so more often may help build a solid identity and foundation for this team.

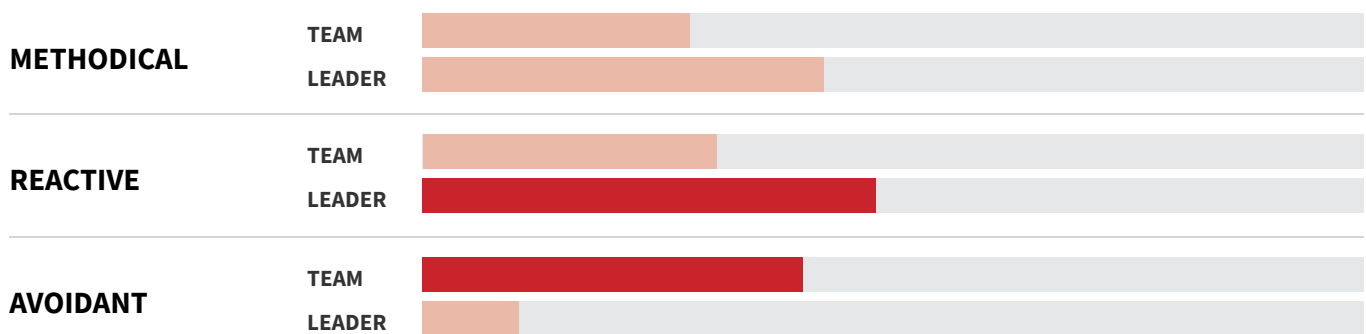
The compliant movement of this team combines with a desire to remain positive as indicated by the Enneagram 2 team style. Compliance is likely to emphasise complying with the needs and wishes of others. This may lead to your team maintaining friendly interactions most of the time, but as pressure builds the likelihood of anger and resentment being expressed is likely to increase.

# 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



## 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 looks at the behavioural influence of the Leader's Enneagram style on the team as well as the dynamics between the team and the leader.



**3**

**Smart Effectiveness**

The team leader **Ava Sample**, has a dominant motivation towards Smart Effectiveness as an Enneagram 3.

Leadership and management efforts are likely to focus on efficiency, results and competitive advantage.

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

- Extremely goal-directed and results-oriented
- Preference for quick action predisposes you to prefer acting to planning, with planning processes being efficient, tactical and practical
- Very demanding and impatient for results, which may motivate the team but can also leave people feeling overwhelmed and exhausted
- Clear on communicating expectations and deadlines when delegating
- Little room for and interest in questions, uncertainty or reflection in team discussions
- More transactional and situationally determined than transformational and authentic
- Harsh with members that don't reach targets or deliver on expected outputs
- Very conscious of people letting the team down or making the team look bad

## DEVELOPMENT EXERCISE: Areas for leadership to focus on



🔄 **Balance people and task issues rather than** over-emphasising results at the cost of staff motivation; make time for people

🔄 **Take care not to drive team members or** yourself to the point of burnout and resentment

🔄 **More time spent coaching and developing the** team

🔄 **Slow down the pace at which you set goals,** plan and act

🔄 **Allow for proper closure, debriefing,** monitoring, failure reporting and evaluation of tasks after completion

🔄 **Guard against assuming people are aligned** and have adjusted to changes

🔄 **Greater transparency and sincerity**

🔄 **Work on self-awareness when the pressure is** on and there is a likelihood of failure emerging

## Leader and Team Enneagram Style



An Enneagram 3 leadership style within a team that values the Relational Support of Enneagram 2, may lead to the following:

- ❶ **As the team and leadership styles sit adjacent to each other as wings,** the leader and team offer different motivations that may enhance integration at healthier levels of expression, or keep both trapped in competing motivations at unhealthy levels of expression.
- ❶ **The ambition of the leader may push the team** towards activities that put them in the spotlight, whereas the team's style may push the leader towards people and their needs.
- ❶ **At healthy levels of expression, the style of the leader** is likely to boost the confidence of the team while adding goal-directedness. Likewise, at healthy levels of expression the team's style is likely to soften the task-orientation of the leader to ensure greater kindness and a more personal focus to interactions.
- ❶ **At lower levels of expression, both team and leader** may collectively lose themselves in their work, adapting to what others need and want from them, without paying enough attention to personal needs and self-care.
- ❶ **If the team's achievements are not recognised or** if they are struggling to achieve, this is likely to cause conflict and strain. In such circumstances, others may experience the team as resentful and the leader as competitive and moody.
- ❶ **Individual team members who do not have some resonance with Enneagram 3** may find the demands, pace and expectations set by the leader exhausting.
- ❶ **The leader's social style is likely to be more assertive** than the team's. This could work well when the team is working towards mutually agreed goals, but can lead to them feeling bullied into tasks if they are not in agreement.
- ❶ **The team may become the power behind the leader,** supporting the leader who in turn acts as the face of the group in the broader organisation.

