

MODULE 20 – HANDOUT
How To Administer the E-PAEI Assessment
Certificate in Enneagram Coaching
Generation 3

INTRODUCING THE ENNEAGRAM TO OUR COACHEES: Script

THE ENNEAGRAM

The Enneagram is a system that describes nine personality types. Each type has its own innate gifts, limitations, assumptions, and particular habits of attention as well as distinctive ways of thinking, feeling and behaving.

The nine personality types are organized geometrically around the Enneagram symbol.

The modern version of the Enneagram was brought to the US in the early 1970's by psychiatrist Claudio Naranjo, who developed the system as a powerful personality decoder, followed by several other teachers. Since then the Enneagram continues to grow as a robust framework that is used for a variety of applications from business to education to psychotherapy, coaching and personal development.

What sets the Enneagram apart from other typologies

- It describes not only personality traits and external behaviors, but also the motivations from which people operate.
 - It's a dynamic system, exposing a continuum of behaviors for each type that
 - helps us foresee how they will behave when relaxed and under stress, and how they can grow or deteriorate.
 - shows us how each type looks at its best, when fully functional and able to manifest its unique gifts - and conversely, how they look when they get stuck in autopilot behaviors, trapped in their limiting beliefs and overusing and misusing their gifts. Because even our best qualities, applied with little awareness and indiscriminately, can become our greatest limitations.
- It's a complete roadmap for personal and professional development. By exposing our personality structure and its mechanisms - including those past habits that no longer serve us- the Enneagram. . .
 - shows us what is necessary for our personal growth.
 - enables more effectiveness by showing us how to wisely respond to life from a place of flexibility and functionality - instead of reacting from non-productive, defensive and automatic patterns.
 - offers a complete path of development - notice the lines across the diagram, and how they connect each personality type to another two types. This allows every Enneagram type to "borrow" certain much needed traits from other types. These built-in connections offer a wealth of possibilities for expansion and growth.

INTRODUCING THE ADIZES PAEI ROLES TO OUR COACHEES: Script

Discovered by Dr. Ichak Adizes, the P,A,E and I roles are the four basic functions that define your success in all the different areas of your life. They determine how functional, well-rounded and flexible your personality is and how you operate in your relationships and at work. The PAEI roles are unlike any other typology in that they are able to describe your personality –who you are and how you function- and at the same time describe what your “project” (your personal growth, your work, your career, your company, your team, your marriage, etc.) needs at its different stages as it evolves.

Benefits for individuals

Dr. Adizes proposes that the fundamental roles of personal growth for any person can be defined by the four basic PAEI functions.

- If individuals can develop these four roles, they can be successful over the short as well as the long term.
- The understanding of these functions and how to develop them is therefore essential knowledge for anyone wanting to make progress in their own personal development.

Benefits for teams and organizations

The fundamental roles of leadership for any manager can be defined by these very same four PAEI functions.

- If managers and business leaders can develop these four roles, then they will be successful over the short as well as the long term.
- The four roles allow managers to discover their strengths, the value of their contributions as well as the functions they may lack or that may require a stretch to perform.
- The understanding of these functions and how to develop them is therefore essential knowledge for anyone wanting to make progress in their management career.

He further proposes that the fundamental roles of teamwork for any group of people (any team, including a marriage) can be defined by these very same four PAEI functions.

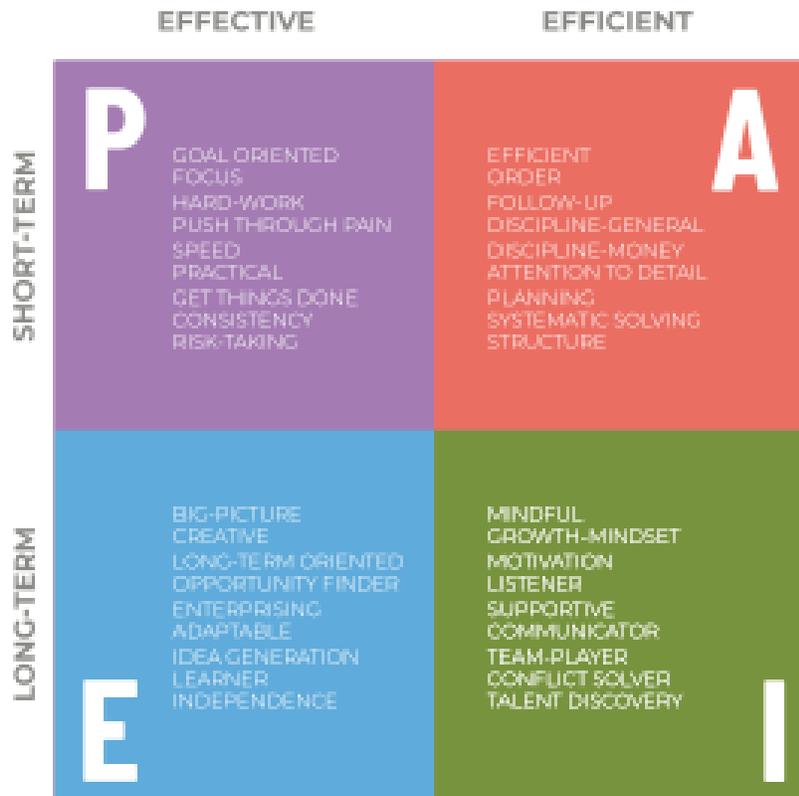
- If a team can develop these four roles, then it will be successful over the short as well as the long term.
- Understanding the four PAEI roles and who, when, how and whether they are being performed is vital for creating a complementary team.

And last, Dr. Adizes demonstrates that the fundamental roles of success for any organization (whether commercial or non-profit) can also be defined by these four basic functions.

- If an organization, as it grows, can properly develop these four roles, then it will be successful over the short and the long term.
- The four roles allow an organization to consciously manage its lifecycle.
- The understanding of these functions and how to develop them is therefore essential knowledge for any organization wanting to grow, avoid aging and stay in its Prime.

A DEEPER LOOK AT THE 4 PAEI DOMAINS: THE 36 PROFICIENCIES (OR SUB-COMPETENCIES)

Why is it so important for you to become familiar with the 4 PAEI domains and 36 sub-competencies (nine per each of the PAEI roles)? Because these four domains are vital for personal and professional success, and their 36 sub-competencies are at the very heart of high performance.



THE PAEI VERIFICATION AND FEEDBACK ONE-ON-ONE INTERVIEW

A good practice when administering the is to conduct a verbal, one-on-one interview with the test-taker to verify the results. We do so particularly with the PAEI results. There is no need to check the whole thing: that will require a lot of time, but we do want to take some representative questions from each of the four roles, and measure some key sub-competencies.

(P) verification questions

1. How many hours do you normally work? What are these hours?
2. Are you willing to work extra hours at night and perhaps weekends, when it's needed for a big project OR is it really important to you to be able to work during the day and then leave to pursue your interests outside the office?
3. Describe your most challenging deadline you ever had. How did you resolve the problems you've got?
4. What do you do when someone else is late and prevents you from accomplishing your tasks? Notice how here, we are checking how strong this person's P is. Is this person willing to put P against I? Meaning they will put task before people. The higher the P, the more they will put task before people or anything else.

(A) verification questions

1. Do you plan your day?
2. Give me an example of how you get organized. Tell me about your time management skills.
3. What system do you use? How do you maintain your schedule and calendar?
4. In what ways you'll describe yourself as efficient?
5. What are the methods you use to organize projects, supervise others and meet objectives?
6. Tell me about your budget management experience: budgeting, cutting costs, building and maintaining reserves. Give me an example of how you manage money on a monthly or yearly basis. How do you track income and expenses? Ask for lots of examples here. The more they tell you, the more you can figure out the strength and sophistication of their (A) role.
7. Here is a question that can be used for those clients who are managers. Can you explain- step by step- how you have handed an employee who had performance problems.

(E) verification questions

1. Give me an example of your work, when you innovated, when you generated new, creative ideas, disruptive ideas perhaps. Give me an example of when you identified new directions, new opportunities, new markets, new products or new services.
2. In what ways would you say you are creative?
3. Are you best at dealing with details and day to day operations – or with concepts, envisioning and future planning.
4. Give me an example of when you had a vision for your business, career or family.
5. Give me an example of how you translated vision into action? (here we want to see how our clients connects E to P)
6. What is a boring task for you? What bores you?
7. What is the most significant change you brought to an organization? Provide an example that shows how you demonstrated your vision to make a positive change in the organization. Also talk about the results of the change.
8. How do you like to work with a boss?
 - i. Do you prefer your boss to give you a task and then leave you alone to complete it, figuring out by yourself, the best way to reach it?
 - ii. Or you prefer more specific direction?
 - iii. How often do you like to provide regular updates to your boss on the status of a project? Do you like your boss to check in with you often, or leave you alone? Or, what level between “never” and “often” really works for you?

(I) verification questions

1. How do you typically support your employees or colleagues? How do you typically support your family members? Give me an example.
2. How do you solve conflicts?
3. Tell me about a case, how you solved a conflict. What happened? What tools did you use to negotiate? How did you approach the situation?
4. Here are some important questions to detect a “growth mindset”:
 - a. Mention some hard experience, and what did you learn from it.
 - b. How have you become better?
 - c. What would you do differently next time to make things work better?
 - d. What’s your next challenge to tackle? What improvement area are you working on?