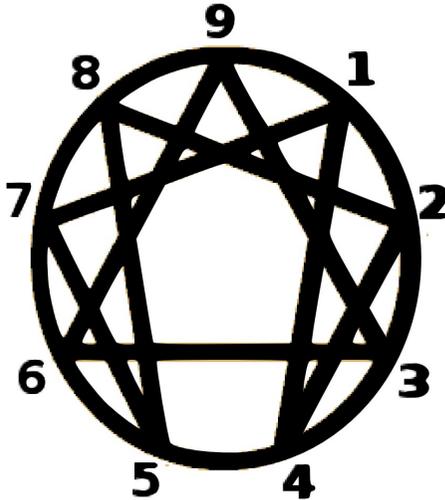




MODULE 2 - HANDOUT
Certificate in Enneagram Coaching

THE ENNEAGRAM

The Enneagram is a system that studies the differences between people. It classifies human beings into nine personality types. These nine types are organized around a nine-point diagram. We all have the traits of the nine types, but in different proportions, and one type is usually dominant. This dominant type is our Enneagram personality style.



Individuals in each of the nine types possess a unique set of psychological mechanisms and characteristics that *unconsciously* influences how they view the world, how they think, how they feel, and ultimately how they behave. The competitive behavior of Threes is derived from a set of beliefs pushing the Three to attain success and recognition at all costs. The cautious behavior of Sixes is derived from a set of beliefs that shapes their thinking, feeling, and acting in a world they perceive as dangerous. And so on: as a product of the filters of its type, each type arrives at a different subjective version of reality.

Identifying these mechanisms, becoming aware of them, is thus fundamental if we want to produce change. A basic goal in every coaching process is to help the coachee to proactively take charge of his or her own life. Since each of the nine types has a unique set of mechanisms that shape their choices, we must help them uncover those mechanisms if they want to proactively pursue their dreams. In the words of R.D.Laing:

The range of what we think and do is limited by what we fail to notice. And because we fail to notice that we fail to notice there is little we can do to change until we notice how failing to notice shapes our thoughts and deeds.

In order to begin to produce a lasting change in our lives, we must distinguish what is currently shaping our judging and our decisions. We must uncover our type's dynamics.

The Enneagram and Coaching

In contrast to many of the simplistic approaches to coaching that we see in the world today, the Enneagram provides us with a detailed map of our personality—our strengths, weaknesses, needs, fears, and potential. It also tells us a lot about how we tend to react in different areas of our lives. This can help coaches in a variety of ways. Why is it so important to discover our type and its autoexecuting dynamics?

Discovering our autopilot is key for living life from a place of true freedom. Being trapped in our compulsive mechanisms doesn't enable us to freely choose our actions and destiny. When we are not aware of our type's mechanisms, we cannot change them. We leave them unquestioned and unchallenged. We simply keep thinking, feeling, and acting out of these habitual patterns. In a sense, we are enslaved to them: they “dictate” and we automatically act. For this reason we use type as a tool with our clients, not to put a confining label on them, but precisely to help them identify and break free of their own restricting mechanisms.

Discovering our autopilot is key for uncovering the real reasons behind a coachee's lack of satisfaction and fulfillment. When we operate at surface levels, we address only the symptoms of our coachee's problems. Enneagram coaching is transformational, because it goes way beyond providing coping skills, and addresses the key beliefs, motivations, needs, and fears that propel the coachee's decisions. If we do not address them, they keep recurring automatically and hiddenly keep causing pain.

Discovering our autopilot is key for achieving lasting change. This follows from the previous point. Since Enneagram coaching is transformational, it produces lasting change. Coachees end the coaching process empowered with self-observation and transformation tools they can use for the rest of their lives.

Discovering our autopilot is the key to setting realistic expectations of the world, ourselves, and the people in our lives. Operating from the automaticity of our types causes us to set unrealistic, sometimes inhuman, expectations about ourselves, about how things should be, and about how other people should behave.

Discovering our autopilot is key for defining challenges in solvable

ways. Without awareness of the coachee's type, we are not able to tailor-make our strategies to his or her needs. We may not even be able to put the challenges into solvable terms. Generic, one-size-fits-all strategies may reinforce the type's mechanisms, and therefore reinforce the troubles that caused the person to seek coaching in the first place.

Discovering our autopilot is key for both psychological and spiritual growth. The Enneagram provides a multilayered understanding of human nature. Without disidentifying from our personalities, it is difficult to attain spiritual growth.

Discovering our autopilot is key for attaining our potential, unleashing our true gifts, and making a contribution to the world. The Enneagram shows us the many growth possibilities that lie before us in a very accurate way. When we overcome our type's tendencies, our best qualities flourish, and there is always a positive contribution to the world in general and the people around us in particular.

Wings and Arrows

In the Enneagram diagram, each type is surrounded by another two types (wings). It is also connected to two other types via connecting lines (arrows). For instance, Type Six neighbors with Type Five and Type Seven. So a Six can have a Five wing, or a Seven wing, and in some cases, both. And Sixes are also connected to Types Nine and Three.

When in coaching we do an inventory of strengths and potential challenges with our coachees, the wings and arrows are a great tool, since each wing and connecting point shows potential and accessible strengths and desired qualities that could become a great resource to us, beyond the strengths and potential our type already has. In coaching we are interested in recruiting all those resources in order to produce lasting change. To continue with the example, a catastrophizing Six may use the resources available from wings and arrows in the following way: they can use the spontaneity and freshness of Sevens to compensate for their magnification filters; they can use their Five wing to bring objectivity; they can use their arrow to Nine to become grounded and calm; and they can use their arrow to Three to regain self-confidence and not become paralyzed by their fears.

The Triads

During the last centuries, intellectuals from different schools of thought have been debating regarding the supposed primacy of one part of the human being over another. In the eighteenth century, the thinkers of the Enlightenment, who blossomed after the age of Rationalism, emphasized the primacy of reason. It was a period of revolutionary scientific changes.

In the late eighteenth and early nineteenth centuries, Romanticism emerged as a reaction to the Enlightenment. Romanticism emphasized the primacy of emotion, feeling, and imagination. The battle between the different schools of thought manifested itself in the artistic, literary, scientific, and intellectual fields.

So, what part of a human being is most important? In recent decades, this question has lost relevance and a new concept has emerged: there are *multiple* intelligences, and all of them are valid and valuable. These new approaches showed that there is no sense in keeping our perception limited by filtering the world through one specific intelligence. Since the research work of Howard Gardner in 1983, the subject has gained mainstream popularity. The world has begun to accept the existence of multiple intelligences and talents in people. *Emotional Intelligence*, the internationally best-selling book authored by Daniel Goleman in 1996, showed the world how EQ was as important as the traditional measure of IQ. It began to be clear for all that the development and the integration of the different parts of ourselves may help us develop and grow as human beings, instead of putting one part over another, or having them competing against each other. In the late twentieth century, we have witnessed the development of holistic thinking that has led to the development of more systemic approaches. According to those approaches, we are more than a collection of different parts. The system as a whole is a separate entity with dynamics of its own. The human entity cannot be simply explained by just one of its parts.

The Enneagram system covers the subject of multiple intelligences from a very interesting, holistic angle by describing three centers of intelligence. The nine Enneagram types can be grouped into three big groups, or Triads. Each Triad relates to a specific intelligence and contains three of the enneatypes, as follows:

The Heart Triad consists of Type 2, Type 3, and Type 4.

The Head Triad consists of Type 5, Type 6, and Type 7.

The Body or Gut Triad consists of Type 8, Type 9, and Type 1.

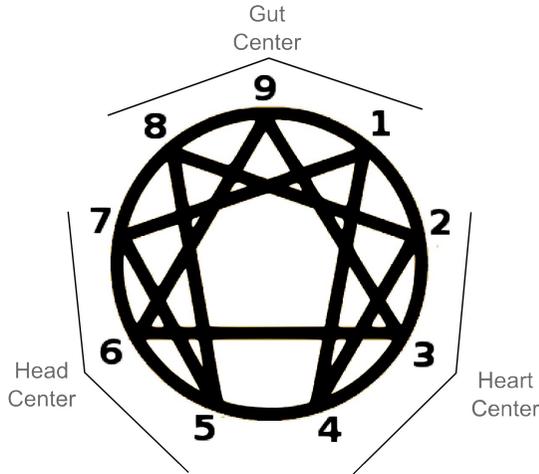


Figure 1-2. The centers of intelligence.

The Heart Triad (2,3,4)

People driven by their hearts tend to have underlying issues with the emotion of shame. Since they place much attention on relational issues, people in this Triad are more conscious of their image, of how they look to others and are perceived by them, than people on the other Triads. They speak the language of the heart: pay attention to their vocabulary, and you will have direct or indirect references to acceptance/rejection issues. Inside the Triad, however, there is much variance, and each of the types takes the issue of acceptance to a different place: Twos are concerned with being seen as good people, Threes want to impress others and be seen as successful, and Fours want to be perceived as unique and special. What they share is a need for the validation of others in order to maintain a sense of self-esteem.

The highest, healthy expression of this Triad brings empathy, compassion, the empowerment of others, the injection of hope in others, sensitivity and a sense of connection, and a healthy interdependence with other people. The overuse of the Heart energy leads to imbalances typical in these types: from taking things too personally to the development of hypersensitivity to criticism, fears of rejection and identity problems.

The Head Triad (5,6,7)

People driven by their heads tend to have underlying issues with the

emotion of fear, which is mainly an emotion originating in the forecasts of the mind that is busy with events that haven't happened yet. All three types in the Head Triad share this issue, but manifest it in different ways. Fives tend to react to their fear by putting distance between themselves and others, disconnecting themselves, and going to live in their heads. Sixes alternate between phobic and counterphobic reactions to their fears. Sevens try to deal with or directly escape from their fears by keeping themselves busy with a myriad of activities, jumping from one distraction to the next. It is very common to see coachees with a dominant Head center engaging in extensive analytic activity. For these people, a lot of activity takes place in their heads, usually at high speed and with intense inner chatter, activity that cannot always be perceived by an external observer.

The highest, healthiest expression of this Triad brings objectivity, rational decision making, problem-solving abilities, inventiveness, idea generation and brainstorming. The overuse of the Head energy leads to imbalances typical in these types: overanalysis, getting lost in data and complications in decision making, difficulty in taking action, overwhelming fears, being perceived as cold and impersonal by others.

The Body/Gut Triad (8,9,1)

People driven by this Triad tend to have underlying issues with the emotion of anger, which is mainly an emotion that metaphorically and sometimes literally manifests as if powerfully coming from the belly. The instincts are also referred as to coming from that area of the body. All the three types in the Gut Triad share this issue, but manifest it in different ways. Eights tend to express their anger "as is," spontaneously and unfiltered, in a direct way. Nines tend to be unconscious of their own anger, so they are usually untrained in expressing it. Ones try to repress their anger, and when they do express it, they feel guilt about it. People in this Triad usually have a certain quality of sensitivity on their bodies, recognizable through their non-verbal language. (The bodies of Eights and Ones quickly show visible reactions to the stimuli around them; Nines are usually in the opposite pole.)

The highest, healthiest expression of this Triad brings intuition, the ability to *know* and decide on a best course of action without the need to reflect much on it. It also brings all the benefits of anchoring awareness to the "here and now": presence, mindfulness, groundedness, stability, centeredness, equanimity, honesty, patience, and flow. The overuse of the Gut energy leads to imbalances typical in these types: tension, anger

(especially in Eights and Ones), reactivity, the inability to give adequate forethought to one's actions, usually related to the inability to connect deeply with one's heart and head centers.

The Triads as a Coaching Tool

We all have the intelligence of the heart, the intelligence of the head, and the instinctual, gut intelligence of the body. But people differ in their *dominant* mode: they perceive the world *mainly* from a particular intelligence. Although we all have all three centers, there is a certain order in which they get activated.

The Triads are a great coaching tool that can help us approach many challenges. Heavy triadic imbalances are easily recognizable.

Example: an unemotional Five coachee may come to coaching with relationship issues. The first thing you can do is check if there are imbalances in the Triads. Is the Five coachee living “in his head”? How often does he access his Heart Triad? You can check, for instance, how frequently in his personal life he is demonstrative with love gestures.