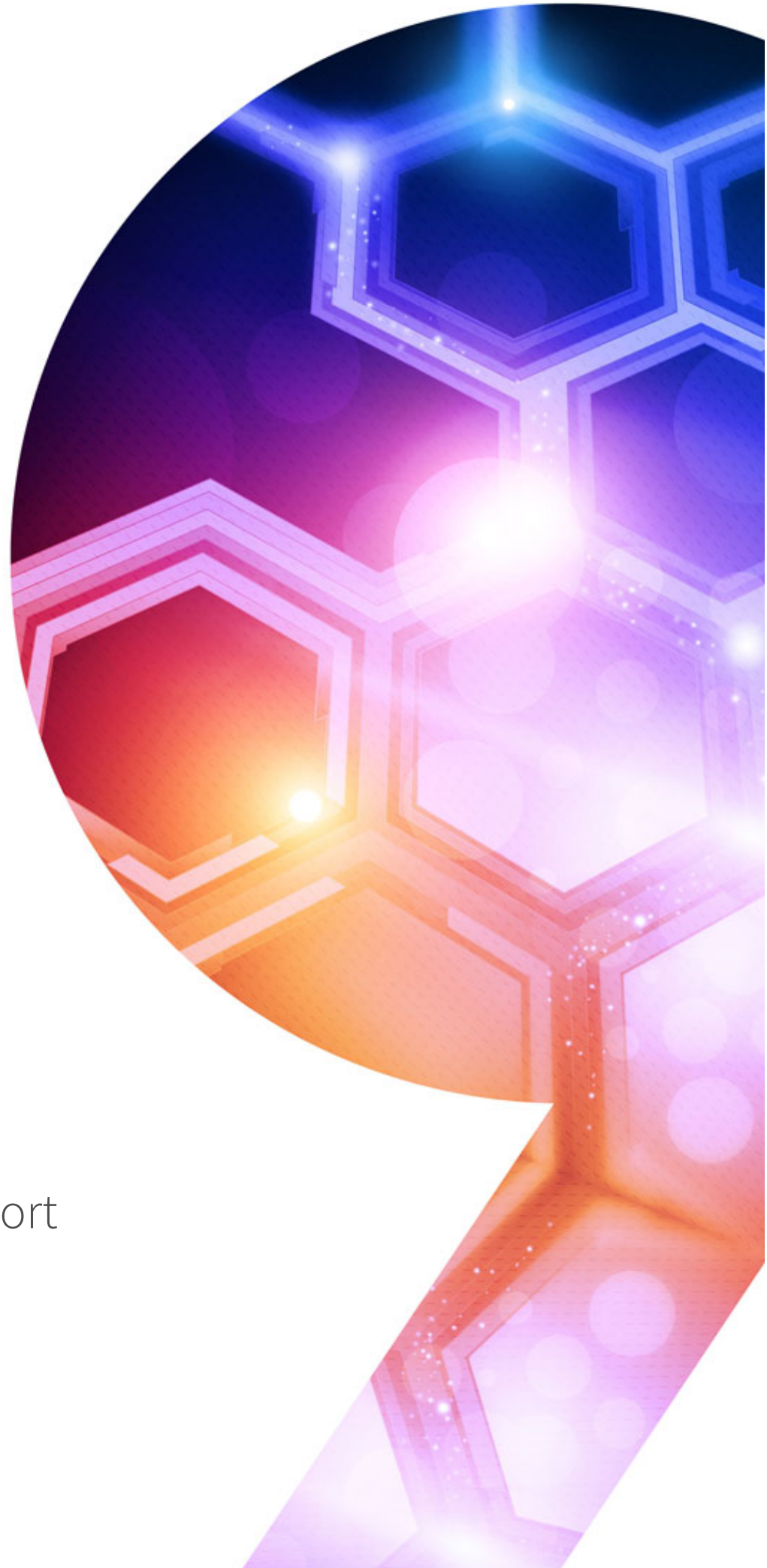
Organization Name

Team Name

26 JUN 2018 |



iEQ9 TEAM

Standard Report

integrative 9 ENNEAGRAM SOLUTIONS

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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.

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iEQ9 TEAM
Standard Report

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.

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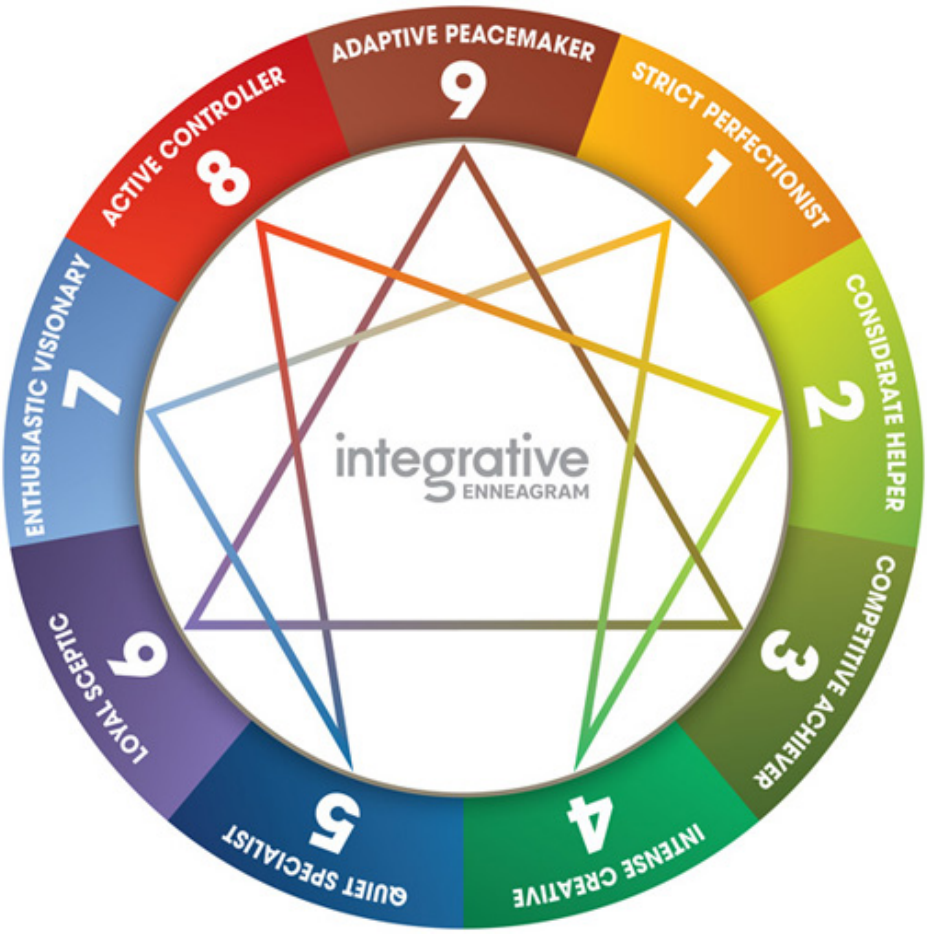
Using the Enneagram to Develop as a Team

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:

Highlight box with points specific to your team.

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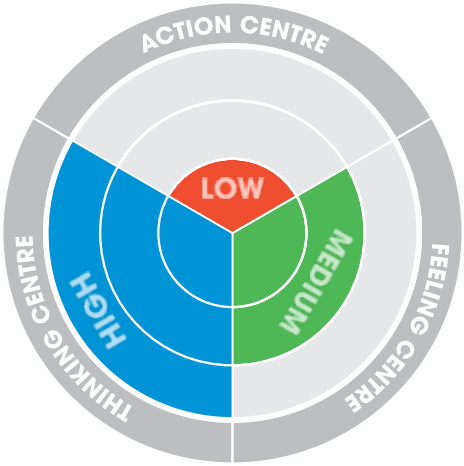
Team Center of Expression

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.

Name Surname

Name Surname,
Name Surname,
Name Surname,
Name Surname



Name Surname,
Name Surname,
Name Surname,
Name Surname

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.

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.

ACTION CENTER – lowest (occasionally this is also moderate): Your team has least access to its Action Center, which suggests that practical action and results may be neglected during decision-making. When the Action Center is under-expressed, this can lead to passivity, a lack of control and an inability to access and trust your team's gut instincts. The team loses a source of power and influence. Connecting to the body or gut center may require that you consciously slow down and connect to your body intelligence, which may take practice within the team.

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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 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 ACTION 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.

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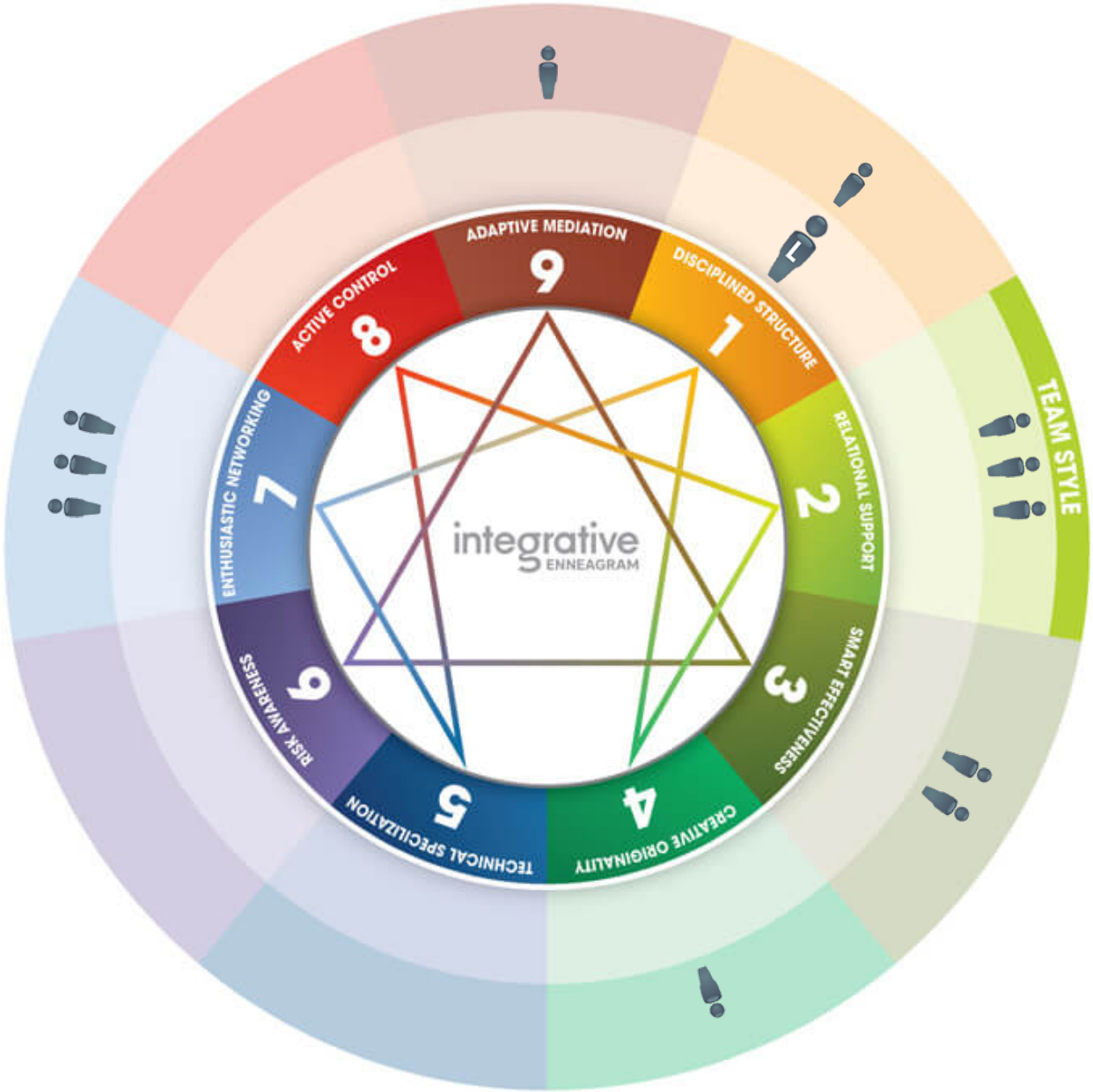
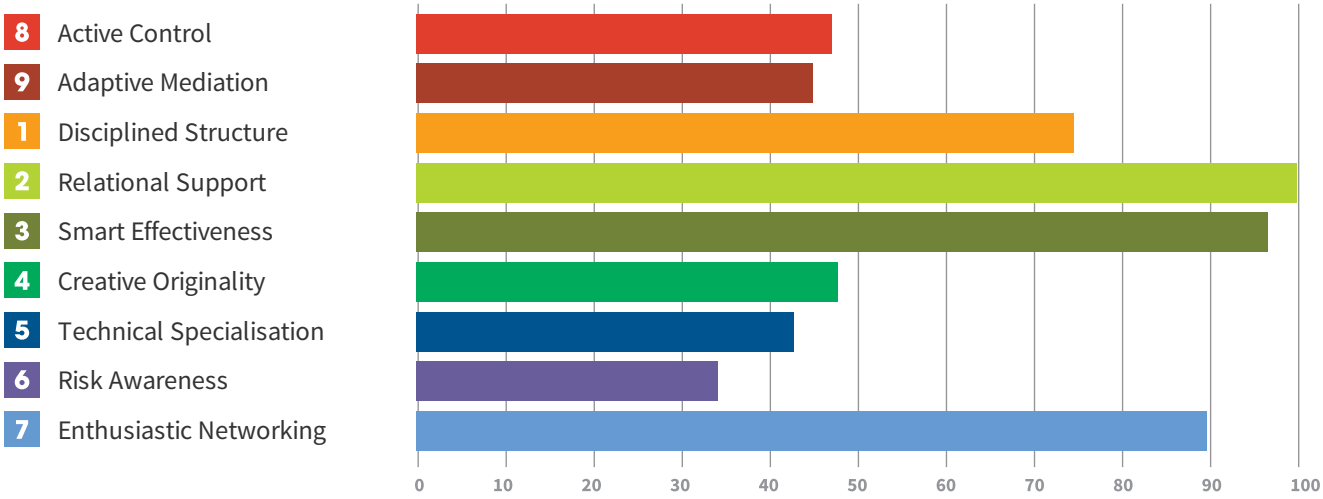
Team Enneagram Profile

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.



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	9 Name Surname	1 LEADER: **Name Surname** Name Surname
2 Name Surname Name Surname Name Surname	3 Name Surname Name Surname	4 Name Surname
5	6	7 Name Surname Name Surname Name Surname

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**

Team Name,
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 prefer and 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
- Client/Customer-Orientation
- Empathy
- Support

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

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.

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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.

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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.

3 Enneagram 3: Smart Effectiveness

The team is likely to be concerned with the efficiency with which things get done. Some members may be more impatient than others, which may cause friction. The team may run the risk of over-committing, which may lead to long hours and a lack of work-life balance. There may be some aspects of task completion that people get quite competitive about from a performance perspective. The team will value its reputation and be willing to push themselves to make sure that they create a favourable impression with stakeholders. Tension may arise in the team as a result of incongruence between what people say and do to achieve results.

Associated Strengths

- Task-Orientation
- Reputation Management & PR
- Goal-Directedness
- Effectiveness
- Project Management

7 Enneagram 7: Enthusiastic Networking

The team is likely to be positive and enthusiastic, erring on the side of optimism rather than pessimism when assessing the likelihood for success. The team will value opportunities to network and will cope with multiple projects at once. The down side to this is that the team may be more adept at starting than completing tasks, becoming bored or disinterested once tasks become more routine or lack excitement value. This may make it difficult for others to keep track of the initiatives and ideas that the team are contributing to the organisation. With a tendency to dream big and high levels of energy being expended, the team should be able to operate at an expedient pace.

Associated Strengths

- Networking
- Motivation
- Optimism
- Multi-tasking
- Future-Orientation
- Visioning

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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.

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

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

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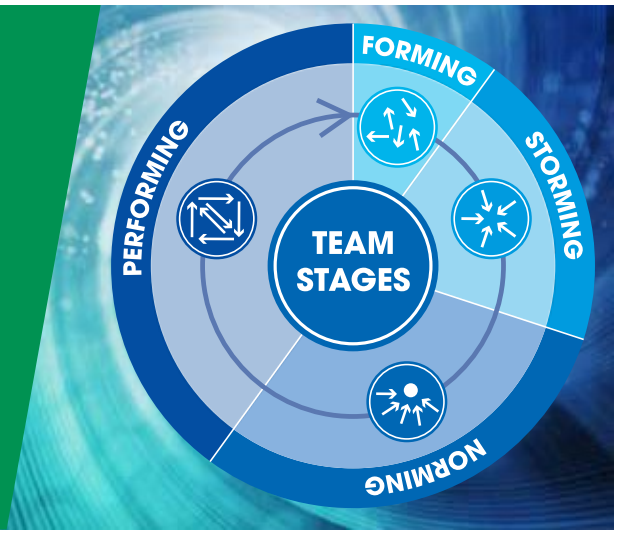
Team Style Impact during Team Development Stages

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

Forming	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.
Storming	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.
Norming	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.
Performing	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.

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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.

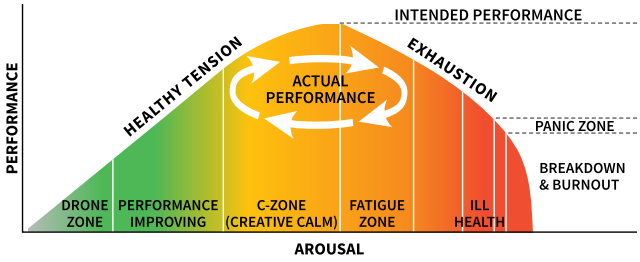
Remember that what may cause high strain for one person may cause much less for another. Your team should focus on supporting individual members experiencing high strain.

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. 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.

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

At a moderate level, the One-to-One instinct brings energy, passion and fire to teams. These energetic teams feel stimulated in each other's company, connecting intensely without obsessing over power or hierarchy. These teams value their chemistry and tend to form strong bonds between members. The secondary team instinct tends to express itself in more experimental scenarios. When not under extreme pressure, your team may be able to access their shared passion and enjoy a more creative, intuitive approach to challenges. This enables you to take calculated risks and make sacrifices for what matters to you as a team.

Team focus

- Relationships
- Intensity
- Creativity
- Change
- Innovation

TEAM
LEADER

Social - SO

The Social (SO) instinct is the least-expressed in your team. This suggests that you may find it challenging to fit into the broader organisation and system and may find sustained interaction tiring. These teams tend to avoid or procrastinate engaging in activities that involve them connecting with other teams or communities, preferring to go their own way. This can cause challenges when the team fails to connect to the bigger organisational agenda or conversations. These teams might, at times, find it difficult to negotiate the political currents of the organisation and, therefore, to extend their influence.

Team focus

- Status
- Hierarchy
- Co-operation
- Norms

TEAM
LEADER

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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

- **These teams value their independence,** motivated by a need for a safe, comfortable environment where they can pursue their interests in depth. Work to ensure that self-sufficiency does not become obsessive, and open up to receiving inputs and support from outside your team.
- **Ensure that your habit of anticipating and** preparing for future risks is realistic, rather than falling into a dysfunctional pattern of hoarding resources, energy and contribution out of fear. Embrace the potential to access more resources through the relationships you cultivate in the organisation.
- **Your team's focus might isolate you from** the world around you by avoiding or delaying activities that involve connecting with or participating in communities, preferring rather to go your own way. This risks depriving your team of valuable feedback and insight into the system within which you exist. Challenge yourselves to connect more consistently to the system within which you are embedded.
- **The team may often be slow to commit, but** takes commitments very seriously. They tend to attach to each other on a deep level and may resist letting go of team members who move on or projects that are cancelled. Letting go might be supported by a discipline around zooming out to focus on the bigger picture and allowing time for mourning.
- **Your team may have a blind spot for the** need to foster approval, support and understanding within their stakeholder environment and might get impatient with the more social and networking aspects of their role. These teams tend to benefit from structured stakeholder communication and engagement processes that help the team build mutual understanding and exchange wants and needs with their key stakeholders in the organisation.

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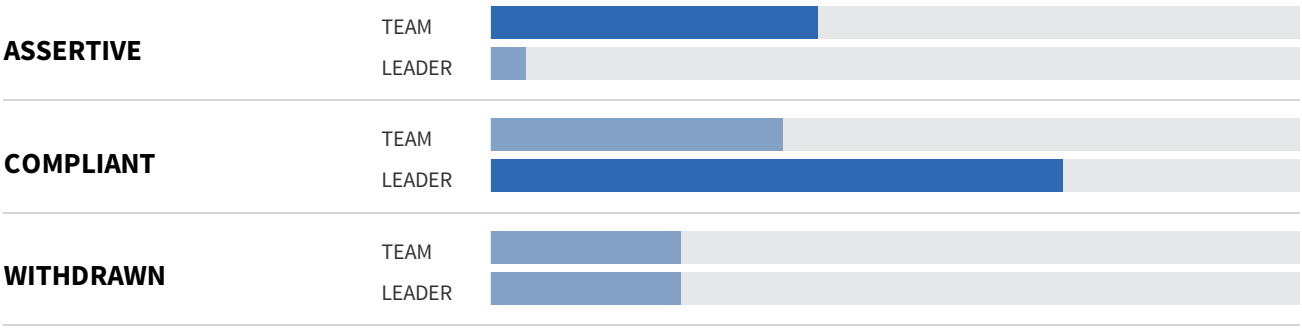
Team Interaction Styles

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: ASSERTIVE-COMPLIANT-WITHDRAWN

In this team, there is an emphasis on moving directly and assertively to achieve your team goals and satisfy their needs, represented in the Assertive social style. This practical, pragmatic team can push and work with great focus to ensure that things work out to their advantage. The secondary Compliant style is likely to balance and moderate this go-getter energy, making this team assertive rather than aggressive, catalytic rather than pushy, and systemically aware rather than shameless.

You are likely to be an involved, extroverted and energetic team that likes to make things happen in alignment with others. Your team's interactions will reflect both a sense of urgency and an awareness of norms and the 'right way' to assert their ideas. Your team may from strong and clear advocacy of their ideas, to inquiring into stakeholder's responses and the implications of their ideas. This makes them powerful catalysts for change, as they have the potential to see opportunities to take crucial first steps in alignment with the organisation or system's principles and structures. While these teams are likely to be great at initiating projects, they also tend to be disciplined in seeing them through.

This team has an active, extroverted style as both their primary and secondary interaction style. This suggests a potential blind spot for reflection and withdrawal and these teams may be out of touch with their own heart. To compensate for this, they may seek stimulation and get so busy that they lose touch with themselves. Your team may need to take time out from doing to think, connect, reflect, dream and imagine. The heart creates an emotional connection with ourselves and others that helps us appreciate and align with the value that others bring.

As the assertive movement of this team combines with a desire to "support others" from the position of Enneagram 2, people may assert their ideas of what others' needs are and respond to these needs in an intrusive way. When your team does not get what it wants, it will tend to take a positive outlook to ensure future success.

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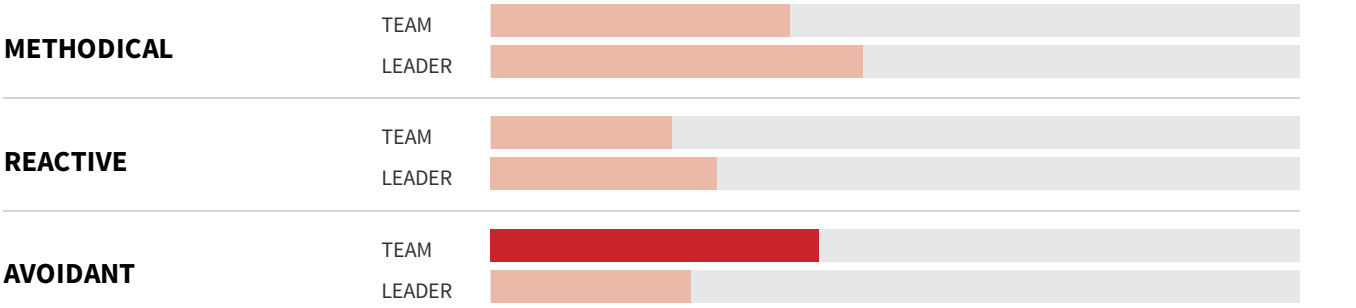
Team Conflict Styles

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-METHODICAL-REACTIVE

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 pattern, the team will express the Methodical style, which emphasises putting feelings aside and addressing the situation in an efficient, competent and objective way. The Methodical approach helps to balance the excessive positivity of the Avoidant impulse with a pragmatic awareness that offers paths to real resolution.

This combination of conflict responses strives to put disruptive and negative feelings aside and helps the group to move forward, which is a much-appreciated capability in teams under pressure. However, the team may be losing access to deeper and less-positive emotions that are a valid source of insight in conflict situations. The team is unlikely to respond reactively during conflict, which may repress the storming stage of team development by pushing conflict under the surface and preventing true storming. To deal sustainably with challenges, teams need access to the full range of conflict styles and this team may benefit from working to sense and express their true feelings more.

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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.

1

Disciplined Structure

The team leader **Name Surname**, has a dominant motivation towards Disciplined Structure as an Enneagram 1.

Leadership and management efforts are likely to focus on directing action towards the pursuit of excellence.

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

- Setting of clear, practical goals focusing on the task at hand from an operational and tactical perspective
- Extensive attention to organising, planning and mapping of responsibilities and tasks, thereby creating a structured environment for the team in which to work
- A strong focus on quality, accuracy and standards that manifests as a commitment to improvement, detail-orientation and a desire to get things right
- An emphasis on preparation when organising or attending meetings or completing tasks
- A natural ability to evaluate inputs, pick up on mistakes and to give specific and precise feedback to others while emphasising fairness and responsibility
- Emphasis on policy, procedure, systems and formal control and evaluation mechanisms

DEVELOPMENT EXERCISE: Areas for leadership to focus on

- **Becoming more people-oriented and less** task-oriented
- **Not getting stuck in the detail**
- **Moving from a tactical to a strategic focus** and developing a bold, compelling vision
- **Ensuring people don't only know what to** do, but why they are doing it
- **Sharing the responsibility for change** management with others
- **Delegating more while allowing** individuals that are task-mature the freedom to structure tasks in their own way
- **Paying more attention to people issues,** collaboration and feelings in an engaging way to ensure motivation and engagement in the team
- **Celebrating, appreciating and** acknowledging success, focusing less on mistakes and failures
- **Having more fun at work**

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Leader and Team Enneagram Style

An Enneagram 1 leadership style within a team that values the Relational Support of Enneagram 2, may lead to the following:

As the dominant team style and the 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 of leadership and team behaviours may lead to disintegration.

Both the leader and team are likely to value responsibility, duty and being of service to the broader business rather than serving personal interests and agendas. The team and leader are likely to share a certain amount of idealism and high standards.

The team is likely to remind the leader of the need to access empathy and be more sensitive to both emotions and unique situational and environmental requirements.

The leader is likely to contribute consistency and quality standards or internal cohesion to the more outward focus of the team.

As long as the team has the support and backing of the leader, the team is likely to act from a space of security and self-assurance. However, should this support waver, the team may quickly show signs of being less certain and confident.

As a result of the dutiful nature of the team and leader, people should be capable of looking out for one another.

At low levels of integration, the team may experience the leader as being unsympathetic and rigid. At the same time, the leader may struggle with the team's tendency to overextend and over-commit without taking care of themselves as well as the primary goals and outputs required.

The team and leader need to be collectively clear about the distinction between being useful and being dutiful. This will enable the team to really talk about what is going on in the group.