BEST PRACTICES ENNEAGRAM IN BUSINESS
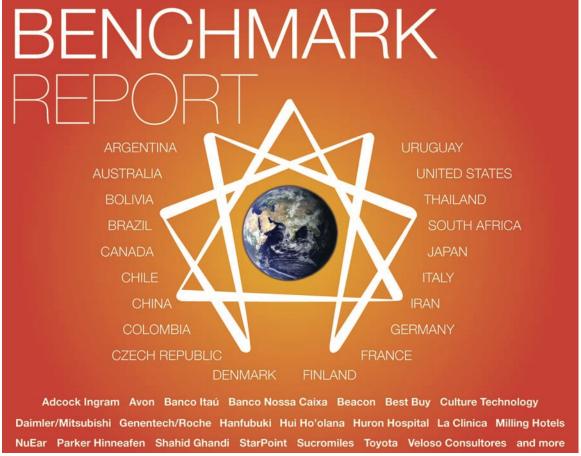
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A special report of
The Enneagram in
Business Network
(EIBN)

BENCHMARK REPORT

ARGENTINA
AUSTRALIA
BOLIVIA
BRAZIL
CANADA
CHILE
CHINA
COLOMBIA
CZECH REPUBLIC
DENMARK   FINLAND

URUGUAY
UNITED STATES
THAILAND
SOUTH AFRICA
JAPAN
ITALY
IRAN
GERMANY
FRANCE

Adcock Ingram   Avon   Banco Itaú   Banco Nossa Caixa   Beacon   Best Buy   Culture Technology
Daimler/Mitsubishi   Genentech/Roche   Hanfubuki   Hui Ho'olana   Huron Hospital   La Clinica   Milling Hotels
NuEar   Parker Hinneafen   Shahid Ghandi   StarPoint   Sucromiles   Toyota   Veloso Consultores   and more

Overview: best practices benchmark study
lessons learned from 72 companies
a 2011 benchmark study conducted by The Enneagram in Business Network

Although thousands of organizations worldwide use the Enneagram in a variety of business applications, 72 companies have been using the Enneagram intensively to dramatically develop their leaders and teams; enhance emotional intelligence and interpersonal competence among their employees; and catalyze culture change.

Background: What can we learn from these trailblazers? We conducted 39 in-depth interviews with leaders and consultants from all over the world – all with track records of success using the Enneagram in organizations – to give us the answers. We talked with consultants and leaders from more than 20 countries spanning 5 continents: Argentina, Australia, Bolivia, Brazil, Canada, Chile, China, Colombia, Czech Republic, Denmark, Finland, France, Germany, Iran, Italy, Japan, South Africa, Thailand, United States, and Uruguay.

The consultants and leaders included members of the Enneagram in Business Network (EIBN) as well as non-members. All interviewees had used the Enneagram a minimum of 18 months in their organizations, with some as long as 12 years.

Companies: All interviews were conducted with the promise of anonymity; however, 21 companies gave us permission to use their names: Adcock Ingram, Avon, Banco Itaú, Banco Nossa Caixa, Beacon, Best Buy, Culture Technology, Daimler / Mitsubishi, Genentech / Roche, Hanfubuki, Hui Ho'olana, Huron Hospital, La Clinica, Milling Hotels, NuEar, Parker Hinneafen, Shahid Ghandi, StarPoint, Sucromiles, Toyota, and Veloso Consultores.

Industries: Companies in this study represent the following industries:

biotech, chemical, education, finance, government, health care, hospitality, insurance, IT, manufacturing, non-profits, petroleum, pharmaceutical, professional associations, research, retail, service, and transportation.

Key Question: We were interested in the answer to this question: *What success have organizations experienced using the Enneagram in their companies; how did they achieve this; and what lessons were learned along the way*? We thought it was time to offer a comprehensive answer!

Results: The results summarized on the following pages will, we believe, make an important contribution to leaders, human resource professionals, and consultants in creating productive, sustainable, and conscious organizations.

Read on...

Best practices: critical success factors
the top 6 factors (in rank order)
what 39 experts say is critical to the success of a productive and sustainable enneagram-based organizational change

Introduction
Of the 39 experts interviewed, 6 critical success factors emerged as essential to a successful, sustainable Enneagram-based organizational change. Whether the interviewees were leaders or consultants and regardless of their industry, country, or company size, their answers were strikingly similar.

Success Factor 1 Focus on real needs: business *and* personal (82%)
According to the experts, the single most important critical success factor for an effective Enneagram-based change effort is that it focus on the organization's real needs, as well as the specific needs of leaders, teams, and employees. The business needs varied – interactions, leadership, sales, engagement, performance management, EQ, conflict, culture change, productivity, moving from a local to a global marketplace, as examples – but the message was the same: set clear, realistic, and important goals that really matter to the organization and achieve demonstrable results. But, just as important was the direct personal benefit in their lives outside of work.

"There is a huge unmet need at work and at home. At work, the need involves creativity, empathy, and flexibility and being less hierarchical and more networked. At home, there's more stress, huge demands, and increasing complexity. The Enneagram helps with all of this."

Success Factor 2 Strong leadership: organizational commitment (69%)
Support from the top leaders provides credibility, authority, visible support, resources for a sustainable change, and personal testimonials that convince others of the value of the Enneagram. In addition, it is important to enlist support and commitment from middle managers, who provide the impetus for effective execution.

"Leaders have to deeply desire development for themselves and for others."

Success Factor 3 Enneagram typing: balanced, accurate self-discovery (66%)
The most effective way to determine one's type is guided self-discovery, because it is the most accurate, engaging, and insightful approach. Just as important, a context must be set by consultants, leaders, and organizations that avoids stereotypes

and psychological or esoteric jargon, focuses on development and potential, and embraces a respect for differences.

"Avoid labeling; go beyond the numbers to integration."

Success Factor 4 Highest quality: consultants, workshops, and change interventions (56%)
Quality is essential in the facilitator or consultant chosen, the workshops offered, and the change activities that are implemented. Consultants must be knowledgeable about both the Enneagram and organizational change processes; provide stimulating, interactive workshops; present information in a non-judgmental, insightful, and accurate way; and encourage participation, being responsive to all concerns and questions.

Workshops, programs, and interventions must be innovative, adapted to the needs and culture of the organization, and conducted in a learning environment of safety, excitement, and fun.

"The consultant's depth of experience and expertise is essential to the credibility of the Enneagram and the linkage to organizational needs."

Success Factor 5 Fully integrated within organization (54%)
The Enneagram must be used long enough in a targeted array of applications so it becomes part of everyday worklife; this provides real-time practice and promotes a higher transfer of learning. In addition, ongoing, stimulating opportunities need to be offered that employ multiple learning modalities: for example, 1-1 development meetings; ongoing workshops; eLearning; websites; smartphone Apps; books; informal discussions; team interactions, and innovative pilot programs.

"A hybrid of interventions within a continuous, coordinated, and flexible plan."

Success Factor 6 Cultural readiness (33%)
To be receptive to the power of the Enneagram, organizations need to have sufficient trust, openness, curiosity, respect, and willingness to try something new.
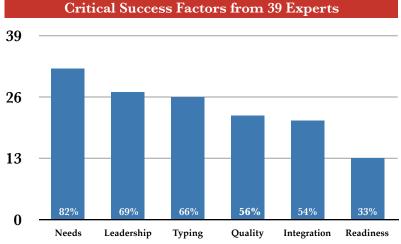
"Without sufficient readiness, employees would fear the Enneagram could be used as a weapon."

CRITICAL SUCCESS FACTORS

82% of the experts agreed that *focus on real needs* was the single most important critical success factor.

There was also strong agreement about the next four factors: *leadership, typing, quality,* and *integration*. This was consistent in every industry, every country, and whether the interviewee was a consultant or a leader.

The final factor, *cultural readiness*, while important, was not as critical as the other five factors.

Critical Success Factors from 39 Experts

Factor	Value
Needs	82%
Leadership	69%
Typing	66%
Quality	56%
Integration	54%
Readiness	33%

Applications of the enneagram

Introduction

Over 25 Enneagram-business applications were mentioned by interviewees; here are the top 10.

Application 1: Communication

Communication applications include the following: increased understanding of differences in communication style; minimizing Enneagram-based communication distortions and misperceptions; and enhancing interactions between people of the 9 types. These are done through on-going programs, workshops, Enneagram type panels, and 1-1 coaching.

Application 2: Leadership

Leadership development applications include organization-wide leadership development programs; competency-based leadership learning communities; individual coaching; and development programs for target groups – i.e., high potentials and women. Many of these monthly, weeklong, or series of one-day workshops are designed for specific needs: to create greater leadership bench strength; to instill a culture of development; and to reduce reliance of hierarchy, competition and control, while increasing collaboration and innovation.

Application 3: Teams

These teams include executive level, management teams, and intact work teams that meet in-person, virtually, or a combination of

> *"Other systems have value, but they don't help with self-mastery; they assess where you are, but don't show you how to develop or become more integrated."*

both. The focus includes enhancing team behavior at the individual and team level (including team dynamics); creating high-performing and self-organizing teams; eliminating team dysfunction; and team mergers. Programs vary from day-long sessions to 1+ years.

Application 4: EQ: Personal Development

Referred to as Emotional Intelligence (EQ), self-mastery, and personal development, these applications are initiated to increase *intra-* and *inter-*personal competence. These efforts (via workshops and coaching) increase self-understanding, self-acceptance and self-management, but also enhance compassion and improve interactions.

Application 5: Coaching

In-person or by phone, formally and informally, Enneagram coaching is being used for talent and performance management, leadership development, EQ, and more. In addition, some companies train managers to coach their employees using the Enneagram.

Application 6: Conflict

Whether in family businesses, law firms, corporations, or non-profits and governments, using the Enneagram to reduce conflict depersonalizes the issues, making them far easier to resolve. This application occurs between the conflicting parties, as stand-alone training programs, or within teams.

Application 7: Feedback

This application is usually combined with other training topics (i.e., communication, conflict, leadership) or taught by itself to employees as well as leaders.

Application 8: Decision Making

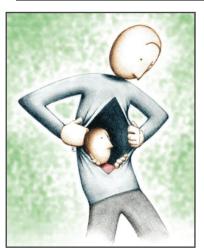Because this application enables people to reduce their type based decision-making biases, it occurs most often in leadership and team development programs.

Application 9 &10: Sales & Negotiations

Both applications involve increasing one's capabilities (sales or negotiation) through self-development and also by adjusting one's approach to the type of the other person.

Application Area	Companies using this application
1. Communication	49/72
2. Leadership	44/72
3. Teams	41/72
4. EQ	36/72
5. Coaching	35/72
6. Conflict	33/72
7. Feedback	31/72
8. Decision Making	18/72
9. Sales	13/72
10. Negotiations	12/72

The data showed that while no single enneagram-business application is being used by every company, most organizations are using at least 4-5, with some using as many as 13.

Surprises!

Surprise 1: PROFOUND RESULTS

Companies are reporting powerful increases in employee engagement, communication, positive interactions, and collaboration between individuals, within teams, and across business units. The results are both local and systemwide.

On quantitative measures, teams, business units, and companies are scoring significantly higher on multiple measures on company surveys, including customer satisfaction.

On financial measures, business units are showing gains in financial results; sales are rising by double digits; companies are retaining key leaders; and in one company, "increased trust and communication saved a $1m. error."

> *"The Enneagram opens up people's worlds; it is life changing work."*

On the professional level, leaders are scoring higher on 360° surveys, and there are multiple instances where leaders using the Enneagram for their development have been promoted 2-3 levels higher within very short time periods.

Surprise 2: MAGNIFIER EFFECT

Many interviewees described how the Enneagram spreads within a company, and one leader specifically used the term *Magnifier Effect*: "The positive impact and spread of the Enneagram gets magnified; the Enneagram's applications are limitless in what they can do for organizations."

Surprise 3: HIGH ENTHUSIASM

Interviewees report that once employees learn the Enneagram, they want more and more. They share it with friends, take it with them to new companies, and bring it home: "At company events, spouses talk about how it has helped their family. No one ever says that about a finance class."

TRENDS
what to expect in the future

Introduction

Based on the data collected, these are the trends we expect to see in the future.

Trend 1: Stage of Innovation

Our research shows that the Enneagram's use in organizations is in the *early adopter* stage of innovation (see purple area on graph), but the companies currently using the Enneagram vary overall from *innovators* to *laggards*. The clear message: even if your company is not an innovator, you can be!

How? In all 72 companies studied, the Enneagram has been introduced and championed by a person of credibility and respect – a leader, HR professional, coach, or consultant – who "sees the big picture and understands how the Enneagram complements and supports the outcomes critical to the organization's success."

Trend 2: Length of Time for Results

The answer to this question was both clear and ambiguous: *it depends*. The more these variables are present, the faster the results: resource commitment (time, financial, leadership sponsorship); consultant expertise; relevancy of the work to important business needs; cultural fit (development orientation); breadth and depth of applications; foll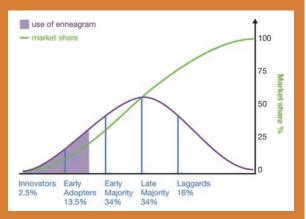ow-up and reinforcement. Business challenges that are large in size and scope require more time, whereas work with teams and individuals requires less.

Trend 3: The Enneagram's Next Wave

An increasing number of companies will be using the Enneagram, as it spreads laterally within organizations and also moves globally from its current *early adopter* to *early majority* users. Expect an increase in the Enneagram's credibility, legitimacy, and visibility via research, evidence-based success stories, case studies, and use in academic institutions, including business schools.

Innovation

Innovators (2.5%)

Early Adopters (13.5%)

Early Majority (34%)

Late Majority (34%)

Laggards (16%)

Innovators are organizations that are forward-looking, risk-takers who employ innovative approaches without needing the reassurance of others: *early adopters* ask who else is doing this and take the risk once companies they admire have done it first; *early majority* includes organizations that don't want to be left behind; *late majority* organizations do something only after it has been tried and proven; and *laggards* are organizations that may never come onboard.

To utilize innovation to increase market share, organizations need to be among the first 50% of adopters (by *early majority*). This model, *Diffusion of Innovations*, was developed in 1962 by Everett M. Rogers.

RESULTS: *"Tangible results occur within 6 months, but sustainable results take a year or longer. It's like going to the gym. At first, you feel tired but better. After a while, you feel much better, then think you don't need to go anymore. However, you have to use it regularly to experience its full contribution. The longer you use the Enneagram, the more benefits; it becomes 2nd nature to you and the organization."*

Enneagram in Business Network (EIBN)
a global network of business professionals

The EIBN is a global network of Enneagram business professionals – consultants, trainers, and coaches – dedicated to the integrity of the their work, the effective use of the Enneagram in organizations, and to their own continued development, both personal and professional.

With over 60 members from more than 20 countries, EIBN members provide local and global services in a variety of languages.

TheEnneagramInBusiness.com

The Enneagram in Business website offers abundant information and resources about the Enneagram and its business applications, and you can also find members of the EIBN:
Find Enneagram Professionals Worldwide

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