



Excerpt from the forthcoming book

What Type of Leader Are You?

***Using the Enneagram System to Identify and Grow Your Leadership Strengths
and Achieve Maximum Success (McGraw-Hill, April 2007)***

Part I

By Ginger Lapid-Bogda, Ph.D.

My new book on the Enneagram and leadership grew out of my 30 plus years as an organization development consultant observing the critical role leadership plays in creating productive, humane, and conscious organizations. For the past two years, I have had the good fortune to work both intensively and extensively with one such organization, and this book evolved from a leadership development project in which my client asked for the creation of contemporary leadership competencies and their integration with the Enneagram.

This article, the first of three for the Enneagram Monthly, contains the book's entire introductory chapter and excerpts from chapter 2, "Drive for Results," with examples taken from Enneagram Styles Three, Six, and Nine. Next month, Part II provides excerpts from chapter 3, "Strive for Self-Mastery," and highlights Enneagram Styles Two, Five, and Eight. The following month, Part III includes excerpts from chapter 7, "Make Optimal Decisions" -- with a focus on Enneagram Styles Four, Seven, and One -- and the last few paragraphs from the book's conclusion, "Stretch Your Leadership Paradigms."

"Introduction"

This book is about leadership success -- extreme success. It's about growing by pushing your limits personally, professionally, and organizationally. Along the leadership path, you will encounter numerous successes, but you may also face detours and challenges. Occasionally, you may have to forge your own trail through seemingly impassable places. It helps to take a cue from the sport of extreme mountain biking, where riders look on such challenges as invigorating opportunities to discover their true capabilities. I encourage you to keep that approach in mind as you work your way through the core leadership competencies in this book, challenging yourself to become the best leader you are capable of being.

Leadership excellence is one of the most critical challenges facing organizations today. Most top leaders leave their positions in three years or less under conditions of duress, even when they have had highly successful track records in previous jobs. Companies across the globe are in leadership succession crises, trying to find and/or develop sufficient leadership talent.

Why is it so difficult to find great leaders? One reason is that an individual's prior leadership skills may not transfer to a new leadership position, company, or industry. Another factor involves the demands placed on today's leaders. In a constantly changing business environment, a global marketplace, and the need both to get products to market quickly and to create sustainable organizations for the long run, contemporary leaders are faced with confounding ambiguities and competing priorities. However, perhaps the biggest reason for the leadership shortage today is that we are not even sure what truly great leadership is, much less how to develop it.

The most helpful clue about what makes an excellent leader comes from the field of Emotional Intelligence (EQ). An individual's EQ is the strongest predictor of that person's leadership success, consistently outranking both traditional IQ and on-the-job experience. Of course, if you have all three -- a high EQ, a high IQ, and relevant on-the-job experience from which you have learned and grown -- your chances for success are even greater.

EQ is composed of two factors: *intrapersonal intelligence*, the ability to know and accept oneself and to become self-managing and self-motivating; and *interpersonal intelligence*, the ability to interact effectively with other people. The Enneagram -- an ancient psychological and spiritual development system -- is the most powerful and insightful tool available to help you develop your EQ.

The leaders with whom I have worked say the Enneagram helps them to understand and accept themselves at a very deep level, and is a profound tool for developing their leadership capabilities. They find the Enneagram freeing; as one leader commented, "I used to feel I was in a box. The Enneagram doesn't put me in a box; instead, it shows me the box I've been in and provides a development path out of these constraints."

To that end, this book focuses on today's most important leadership competencies and integrates them with the wisdom and insights of the Enneagram. Excellent leaders need to be skilled in the following seven core competency areas:

1. Drive for Results
2. Strive for Self-Mastery
3. Know the Business: Think and Act Strategically
4. Become an Excellent Communicator
5. Lead High-Performing Teams
6. Make Optimal Decisions
7. Take Charge of Change



In the first chapter, you will learn the Enneagram

system and identify your Enneagram style. The chapters that follow focus on each leadership competency and include the following information:

- Definition of the competency
- Description and analysis of how individuals of each Enneagram style demonstrate both excellence and developmental needs with respect to that competency
- Development stretches for individuals of each Enneagram style to accelerate their growth in that competency area
- Additional tips to assist everyone, regardless of Enneagram style, in both personal and professional development

The final chapter provides additional tools for working on your personal and professional growth.

If your organization is to continue growing, so must you. Organizational growth requires a commitment to growth from both leaders and those whom they lead. Your challenge is to decide which



leadership path you will take: no growth, moderate growth, or extreme growth.

You can, of course, take the route of no growth. If you make this decision -- and be aware that making no decision *is* a decision -- you will soon find that your organization and many of your peers have moved beyond you.

You can take the path of moderate growth, making yourself comfortable and going at your own pace. If you do so, your teams and your organization will follow this rate of growth for a while, but then the organization, your peers, and your followers will begin to outpace you.

Or, you can follow the path of extreme growth. If you choose this path, you will be amazed at your capacity and the vitality that a commitment to growth brings. You will also find that your rate of personal development and the growth rate of the organization are aligned and synchronized. There is no greater experience.

This book is intended for multiple audiences. Current and future leaders at all organizational levels can use this book for their own personal and professional development. Executive coaches will find this a valuable aid in helping their clients. Training and development, organization development, and human resource professionals can utilize the information in this book to help develop leadership capability within their organizations.

This book is ideally suited for companies competing in the global marketplace. The Enneagram describes people of every culture accurately, although there can be subtle cultural nuances to the actions of individuals who come from different countries but have the same Enneagram style; thus, it offers organizations the opportunity to create a global cadre of highly skilled leaders who share a common frame of reference and a commitment to self-development and leadership excellence.

As an organization development consultant, training professional, and executive coach for more than thirty years with clients in Fortune 500 companies, service organizations, nonprofits, and law firms, I have observed that every excellent company has excellent leadership. It is equally true that every organizational problem I have helped solve has required that a leader change his or her behavior. This is not to say that leadership issues are the cause of all organizational problems, but simply that effective leadership is required to solve all organizational problems.

There is, therefore, a great deal of pressure on today's leaders, many of whom are already carrying an overwhelming amount of weight on their shoulders. Leadership is not easy. I have been a leader myself, in both for-profit and nonprofit organizations, so I understand leadership's challenges and rewards. There

were times as a leader when I never felt more fulfilled and inspired, as well as other times when my fatigue and frustration led me to wonder whether I even wanted to be in a leadership role.

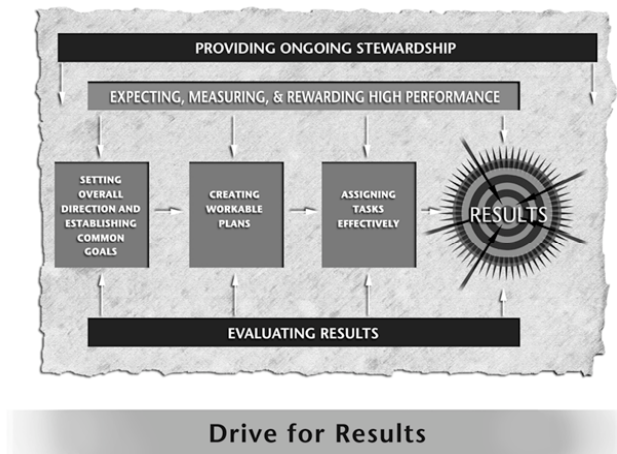
To be a great leader requires talent, commitment, effort, and guidance. It is my hope that this book will provide that guidance to both current and future leaders and to those who support them.

Excerpt from Chapter 2, “Drive for Results”

It is important to build credibility with customers by delivering sustained, high-quality results. Your customers depend on you to deliver timely and effective products, processes, and systems. By continually driving for results and taking the promise of your own potential to great heights, you can continue to make gains in productivity, push the envelope of new product development, excel in your financial goals, and support your organization as a leader in its field.

Having the ability to Drive for Results means that you are skilled in the following six Competency Components:

1. Setting overall direction and establishing common goals
2. Creating workable plans
3. Assigning tasks effectively
4. Expecting, measuring, and rewarding high performance
5. Providing ongoing stewardship
6. Evaluating results and utilizing what you learn from the evaluation

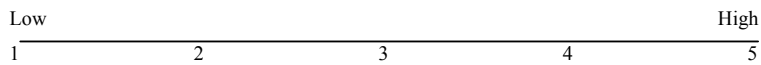


As you read further and reflect on the six Competency Components of Drive for Results, rate yourself in each area on a scale of 1 to 5. This will help you determine your areas of strength as well as the areas needing development.

The Six Competency Components of Drive For Results

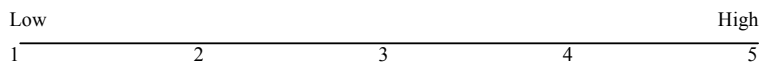
Component 1: Setting overall direction and establishing common goals

Placing a top priority on setting challenging goals, while astutely scoping out the project's end results; setting explicit performance standards and clear, unambiguous roles and responsibilities; accurately defining the length and difficulty of the tasks, the projects involved, and the resources required; and aligning all work with the vision and strategy of the project, team, and organization.



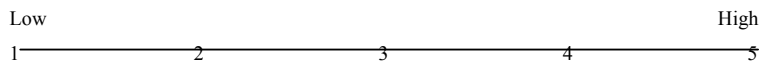
Component 2: Creating workable plans

Developing realistic and well organized schedules and timelines; making and communicating decisions in a clear and timely manner; defining achievable and high-quality deliverables; and demonstrating flexibility with all the above so that changes can be made as needed.



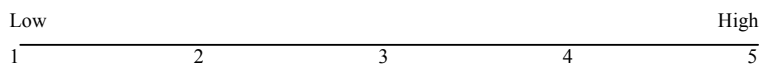
Component 3: Assigning tasks effectively

Delegating tasks and decisions appropriately to those who know the work best and who possess the required skill sets; distributing the workload evenly and equitably; and empowering others by trusting people to perform and complete their jobs.



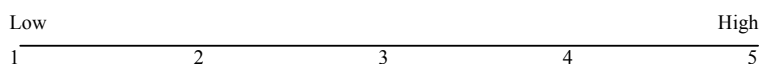
Component 4: Expecting, measuring, and rewarding high performance

Creating an environment of accountability by communicating clear expectations (e.g., expectations regarding participation, performance, and teamwork); providing ongoing coaching, feedback, and support for meeting performance goals; regularly monitoring team and individual performance and applying rewards, recognition, and sanctions accordingly; personally modeling the behavior you desire in others, such as demonstrating initiative and high personal standards of performance as measured against performance expectations; and looking inward for reasons when things go wrong.



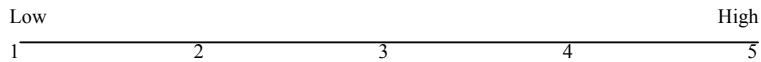
Component 5: Providing ongoing stewardship

Monitoring work processes, progress, and results on a continuous basis; ensuring that feedback loops are designed into the process and that corrective action is taken as needed; meeting timeline commitments and anticipating and adjusting for problems; keeping others informed as necessary; addressing obstacles in a problem-solving manner rather than in an avoidant or blaming one; and providing ideas, insights, coaching, and resources to others as needed.



Component 6: Evaluating results and utilizing what you learn from the evaluation

Assessing results on an ongoing basis and at project's end by employing input from multiple sources (e.g., customers, project team members, bosses, and others); evaluating results using multiple measures of success; and conducting post-project debriefing meetings to assess project successes and failures so that insights gained in these meetings can be carried forward into future projects.



Enneagram Dimensions of Drive for Results



ENNEAGRAM STYLE THREES

Enneagram Three leaders often feel precisely in their element when they drive for results. The ability to maintain a laser-like focus and to achieve outstanding goals and results are at the core of the Enneagram Three's personality architecture. Three leaders know how to select the most important targets and then to organize both their work and that of others in the most efficient and effective way, and other people often respect them for the ease with which they appear to accomplish these tasks. In addition, Threes are usually highly responsive to client feedback and have the ability to earn long-term client trust.

Because Three leaders avoid work-related failure, they often have multiple strategies for overcoming obstacles to success; for the Three, not getting work done well and on time is simply not an option. Threes can also be excellent team leaders, particularly when their teams are composed of highly competent people on whom they can depend.

Here is the positive feedback that Lana, a Three leader, received:

- A great engineer, but also knows the business side well
- Sees the whole organizational picture
- Good at customer relations
- Credible
- Bright
- Excellent financial skills
- Highly skilled with operations
- Well organized
- Wide management experience
- Gives excellent constructive feedback
- Knows when to manage closely and when not to

At the same time, the Three leader's intense drive for results, combined with a singular, unrelenting focus, can lead to potential problems. This is a good example of how a strength, when overused, can become a derailer. For example, Threes can become so focused on completing tasks and getting the job done that they may forget their generally well-honed interpersonal skills. As a result, they may come across as cold or abrupt to coworkers, bosses, and subordinates (although only rarely to clients). This same overfocus on goals can cause Threes to do the following: (1) become dismissive of others in the organization whom they do not perceive to be both competent and confident; (2) become overly competitive, especially with peers; (3) expect subordinates to have the same focus on goals as they do, but without giving them enough concrete direction on how best to accomplish these goals; and (4) work themselves to exhaustion.

Here is the negative feedback that Mike, a Three leader, received:

- Doesn't sufficiently organize the work of the group
- Needs to provide more direction and set clearer expectations
- Needs to delegate more
- Under stress, becomes irritated or angry, which makes us lose respect for him
- Should be more collaborative with his direct reports and peers
- Needs to balance work and personal life better; can't sustain 60-hour weeks

Development Stretches for Threes

Provide more explicit directions. While some who work for you may only need minimal supervision beyond a simple understanding of the goals and objectives, others may require greater clarity and definition of tasks and even some guidance in developing an effective work plan. Having this latter work style does not mean that these individuals are any less competent or confident than you are; it simply means that they need a greater level of detail in order to proceed.

Treat your subordinates, peers, and bosses as if they were clients. If you think of those with whom you work as clients, you will respond quickly, listen closely, and pay attention to their needs. Your graciousness and social skills will be at their best, and your tendency to focus primarily on tasks will be supplemented by an equal focus on people. This will also reduce the tendency you may have to be abrupt or to give the impression that you don't have enough time for others.

Ask yourself how you are feeling on a regular basis. Threes often suspend their feelings when they work hard, believing that these will get in the way of achieving results. Because your focus on work may come at the expense of paying attention to your own needs and feelings, give yourself time each day to ask yourself these questions: *How am I feeling right at this very moment? Am I concerned about anything? Am I angry about something? What am I feeling happy about?* Paying attention to your feelings will help you be more genuine in your interactions with others, appear more human to your employees, and enable you to feel more empathy when others approach you to discuss important issues.



ENNEAGRAM STYLE SIXES

Industrious, responsible, and analytical, Six leaders usually prepare excellent project plans, know exactly what they are doing and why, and find a way to include all relevant people in the planning process. Because Sixes have an eye for detail and a nose for potential pitfalls, the planning and execution of results come easily to most Six leaders. For example, Sixes can usually anticipate the most likely problematic scenarios and develop effective contingency plans. Further, with their focus on team cohesion and loyalty, Sixes are able to enlist the support of team members and motivate them to achieve high levels of performance. Team members frequently feel driven to support the Six leader, not wanting to let down the person who watches out for their well-being in so many different ways. Always concerned that projects go well and not derail for some preventable reason, Six leaders can be counted on to monitor individual, team, and overall performance on a regular basis, reminding people of their deliverables and providing assistance when possible.

Here's an example of an excellent Six team leader:

Jan's group was overworked, but they had all become used to the idea that sometimes the reward for excellent work is more work. The team members knew that the organization counted on them to do the most difficult assignments because their group had a reputation for excellent work quality and timely delivery. When asked the secret of her success as a leader, Jan would say, "It's the great team I have." The team members responded to the same question by saying that Jan

creates the most cohesive teams in the company: “She asks our opinions, helps us out when needed, appreciates our individual and collective contributions, and sticks up for us no matter what.”

The Six leader’s strengths also mirror his or her potential shortcomings or derailers. Sixes usually start with anticipatory or worst-case planning -- i.e., what could go wrong. While this approach has great value, it also has downsides. The first is that Six leaders may overfocus on the concerns of their teams or projects, but do so -- often unintentionally -- at the expense of the strategic priorities of the organization, division, or other work units. This is referred to as sub-optimization, whereby a sub-unit maximizes its interests in a way that is not optimal for other parts of the organization. Second, while worst-case planning is an important part of planning and management, so is best-case scenario planning. Focusing on the negative too early or placing more emphasis on the negative than the positive can demotivate a team and lead to overanalysis and “analysis paralysis.” Finally, when problems do arise, it’s possible that the Six may be extremely calm, but it’s also possible that he or she will react strongly, becoming overly concerned and taking action that may not be as considered and deliberate as it could be.

Here is a story about a Six leader who was competent in many respects but was also failing with his staff:

Although Charles was technically capable and his staff always commented that they thought he was a good human being, they had difficulty working for him. The staff’s biggest complaint was that Charles managed their work too closely, wanting to know the most minute details of their plans and progress. They not only believed that this wasted their time, but they also felt micromanaged and disempowered. Because they could not understand why the boss would want to be so closely involved in the work of staff with their high level of capability, they interpreted his behavior to mean that he was anxious and lacked confidence. This perceived lack of confidence undermined Charles’s authority as a leader, and the staff doubted whether he would be able to rise to their aid, if needed, on important issues (e.g., garnering resources for the group, fending off new work that was not in their line of business, or dealing with any intrastaff conflict).

Development Stretches for Sixes

Each time you think of a worst-case scenario, think of a best-case scenario as well. It will be almost impossible for you to not anticipate problems and, at the same time, you should use your scenario-planning skills to also create positive scenarios. Discipline yourself to create a viable, positive scenario in addition to -- not instead of -- a

negative scenario. When you do this as a regular part of the planning process, eventually both positive and negative alternatives will come easily to you.

Use best-case scenario planning with your team before introducing worst-case scenarios. It is best to begin planning with best-case scenarios rather than worst-case ones; the former motivate people to move forward, while the latter can deplete their energy and focus. After the positive possibilities have been discussed, consideration of the worst-case scenarios will be very helpful for grounding the decisions and plans in reality.

Stay calm in a crisis. When things go awry, and they will, people will look to you for ideas, plans, alternatives, and calmness. There is nothing wrong with conveying a sense of urgency to resolve problems. However, it is best to do so in a calm and deliberate manner. Sometimes it helps to take a walk before responding or to say some calming words to yourself -- e.g., “It’s worked out before, and so it will this time,” or “ I know that I’m going into to my Six worrying, and I can choose either to continue to do that or to stop it if I want to.”



ENNEAGRAM STYLE NINES

Enneagram Style Nine leaders coalesce their teams around common missions and develop well-organized, well-structured work plans. Because Nines project a sense of calmness and predictability in their work, their projects often move along with attention given simultaneously to both the larger project purpose and to the details of the work. In addition, the desire of the Nine leaders for harmony among people and unity within the team contributes to their ability to create high-performing work teams whose members have a common sense of direction. With their affable demeanor, Nines get along with just about everyone -- coworkers, subordinates, bosses, customers, and vendors. In addition, their ability to solicit and integrate multiple opinions enables Nine leaders to make decisions that are thoughtful and purposeful.

The following story demonstrates what occurs when Nine leaders excel:

All the members of Aaron’s team knew they could talk to him about anything and that he would make time for them. Even more important, they respected Aaron’s ability to develop and manage the process of any project assigned to their group, and they could trust that he would make

sure everyone on the team followed the agreed-upon process. They enjoyed coming to work and felt respected by their coworkers. With the easygoing and comfortable work environment that Aaron established, his team knew they would be high performing even when the inevitable crises, changes, and unexpected events came their way.

The Nine leader's strength in creating cohesion can, however, also become a derailer. Because Nine leaders value harmony so highly, they may be reluctant to take strong positions on project-related issues or to assert themselves fully when teams need clear guidance. Because Nines tend to avoid conflict for the sake of keeping the peace, others often do not know just where the Nine leader stands on an issue.

Nine leaders also need to pay attention to their tendency to procrastinate. Their attention can easily become diffused, switching focus from a high priority work item to something else much less important. This forgetting about the task at hand and moving away from it can result in multiple items piling up on their desks, creating bottlenecks in projects. Nines need to learn to move things off their desks soon after these items arrive and to pay less attention to small details that, while necessary to deal with at some point, are not worth causing project delays.

There's another side to Nine leaders when they drive for results, as shown in the following story:

Although Marissa was well liked and was perceived as competent by her staff, she was not perceived by them to be the decisive leader they needed when times got tough. When projects were running smoothly, Marissa's ability to share insights and bring people together made her much appreciated. However, when conflict arose between team members, between the team and people in other parts of the organization, or between Marissa and a staff member, Marissa seemed to look the other way or withdraw. Because of this, the team became conflict avoidant rather than put themselves in a situation where they desperately needed her intervention and she could not or would not help. As a result of this, Marissa's teams often underperformed.

Development Stretches for Nines

Keep the work moving, especially off your desk. While you may have a desire to do your work thoroughly and in a time frame that is comfortable for you, this can create strains, stresses, and bottlenecks for other people. This is especially true when projects are large or complex and when people are depending on you for a response before they can do their own work. It is especially important that you keep the work flowing at a more rapid pace than you might set for yourself alone.

Focus on the big picture. Day-to-day operations are important, but when you are in a key role, it is more important that you keep your eye on the big picture. Delegate more to others, and when you do, be specific about what you want others to do. Don't be hesitant to direct their activities; this is part of being a leader.

Assert yourself more. The people who work for and with you really want to know where you stand, even if they disagree with you. If someone has an opinion contrary to yours, having a dialogue about this can bring you and the other person into an even closer work relationship. Don't keep your thoughts and insights to yourself. Make a commitment to share more about what you truly think *early in the discussion* and to ask others directly for what you want and need from them.

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