

ROGO Forum Content - A Series About YOU P3

How to Manage People While Using the Enneagram

We spent the first two lessons of this series focusing on self awareness and understanding the impact we have on the team around us. This lesson is geared toward leading others through the lens of the enneagram. I have found that the enneagram is a great tool to help me understand what motivates each staff member that I work with and how I can most effectively lead them to perform at the highest level possible. The table below outlines each enneagram type with corresponding behaviors to both challenge and to encourage in the workplace. Read through the table below and familiarize yourself with how each style presents itself. Take some time to reflect on your top styles and any behaviors that stand out to you. After your own self reflection, match up each of your team member's styles.

Enneagram Type:	Challenge When:	Encourage When:
Enneagram 1	They're not flexible and not forgiving of self or others.	They are open handed and quick to forgive. When they're agile.
Enneagram 2	They're frustrated with others for not helping. Show pride when keeping all the work/controlling workload.	They delegate, empower, and celebrate others.
Enneagram 3	They're chasing too many things, lack focus, and are not challenging staff.	They share their feelings, when they're laser focused on the right priorities and right identity.
Enneagram 4	They're consistently emoting all over people, when being self absorbed and when not being clear.	They bounce back quickly from disappointment, show emotional stability and communicate clearly, deliver projects on time, and when they delegate and empower.
Enneagram 5	They're not spending enough relational time with staff and volunteers, not developing others or taking initiative, and when they're over processing.	They show more frequent affirmations, when they share their thoughts/ gifts in a timely manner.
Enneagram 6	They're not trusting God over fear, not seeing the best in people.	They calmly navigate crises and lead others with stability.
Enneagram 7	They're not doing the necessary hard things, not making needed hard decisions and are distracted by doing too many things (they are lacking focus).	They are courageous in doing the hard things and they press into doing something that they know will be painful.

Enneagram Type:	Challenge When:	Encourage When:
Enneagram 8	They're not paying attention to how people are receiving them, not making adjustments.	They exercise gentleness appropriately. They search for self-awareness and share that with others.
Enneagram 9	They're not moving at pace, are inactive, not following through, not being proactive, not being disruptive or are not challenging.	They've gone above and beyond, they've proactively run into the fire, put in extra time.

Next Steps:

1. If you haven't already, encourage your direct reports to take the [Enneagram Assessment](#).
2. Encourage your team to review their top styles and watch the related messages in the [YOU Series](#).
3. As you've reflected on your own styles and behaviors, where do you need to challenge yourself as a leader? Take the time to journal and reflect on these areas of needed growth. Discuss these opportunities with the people in your ROGO Forum Pod.
4. Spend some time making notes about each of your direct reports and opportunities you have to both challenge and encourage them. Do your best to identify specific recent situations where you can directly connect their enneagram style with corresponding behaviors.
5. Look for opportunities to incorporate the specific observations and notes that you have made into upcoming performance reviews, 2022 goal setting, individual development plans and or 1-on-1 conversations you are having with each of your direct reports.