

VIRGINIA BANKERS
ASSOCIATION

Summer Internship 2022

Using Enneagram Wisdom
to Develop
Emotional Intelligence

Katie West – Consultant
Leadership & Organizational Development

1

Disclosures

General

This presentation is designed to give the participant a general overview of Emotional Intelligence and the Enneagram personality typing tool. The information in 2-part presentation is not comprehensive enough to affirm one's level of emotional intelligence or Enneagram type. A resource page is located at the end of the presentation for obtaining additional information about both topics.

This material is designed to for the enrolled participant of the said scheduled event and may not be reproduced or copied in any format.

2

Learning Goals

1. Know emotional intelligence (EQ) is a core leadership competency to continually develop (good for personal life too) and the Enneagram as a tool to assist with developing it.
2. Take away a general understanding of the Enneagram personality typing system and how it operates as a fluid and dynamic system.
 - Become familiar with the general characteristics of the 9 types.
 - Become familiar with how each of the 9 types responds to stress and security.
 - Know ways to develop and manage more effective connections with others.
3. Assignment for post workshop learning experience.

3

Traits
Of
Great
Leaders

Honesty and Integrity
Confidence
Inspirational (Motivational)
Commitment and Passion
Good Communicator
Initiative for Action
Accountability
Empathy
Resilience
Creativity and Innovation

Emotional Intelligence
Humility
Transparency
Change Agent
Engaging Vision
Building Purpose
Inclusive
Delegation & Empowerment

4

EQ

Emotional Intelligence

75% of careers are derailed for reasons related to emotional competencies, including inability to handle interpersonal problems; unsatisfactory team leadership during times of difficulty or conflict; or inability to adapt to change or elicit trust.
-Center for Creative Leadership

When dealing with people, remember you are not dealing with creatures of logic, but with creatures of emotion. -Dale Carnegie

5

EQ

Emotional Intelligence

Emotional intelligence is a way of recognizing, understanding, and choosing how we think, feel, and act. It shapes our interactions with others and our understanding of ourselves. It defines how and what we learn; it allows us to set priorities; it determines the majority of our daily actions. Research suggests it is responsible for as much as 80% of the "success" in our lives. -J. Freedman

6

EQ
Benefits

High Emotional Intelligence
Strengthens...

Decision Making
Time Management
Change Tolerance
Assertiveness
Empathy
Stress Tolerance
Presentation Skills
:

Communication
Social Skills
Anger Management
Customer Service
Accountability
Trust
Flexibility
:

7

EQ
Framework

```
graph LR; PC[PERSONAL COMPETENCE] --> SA[SELF AWARENESS]; PC --> SM[SELF MANAGEMENT]; SC[SOCIAL COMPETENCE] --> SA2[SOCIAL AWARENESS]; SC --> RM[RELATIONSHIP MANAGEMENT]; SA --- SA2; SM --- RM; SA2 --- EMP[EMPATHY]; RM --- EMP
```

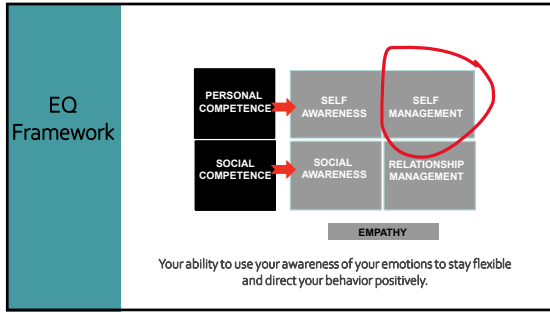
8

EQ
Framework

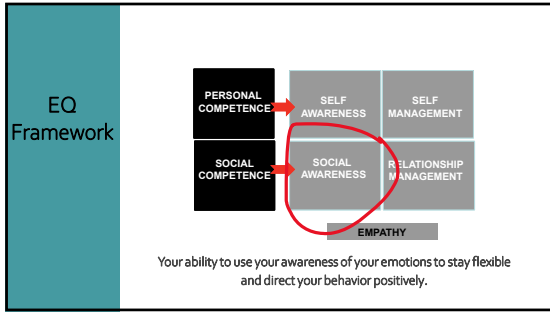
Your ability to accurately perceive your own emotions in the moment and understand your tendencies across situations.

9

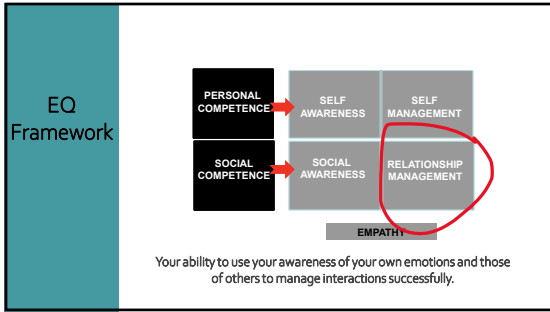
3



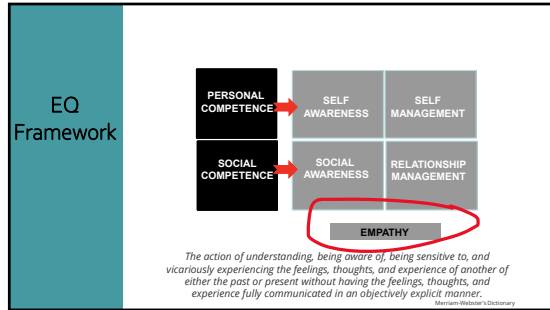
10



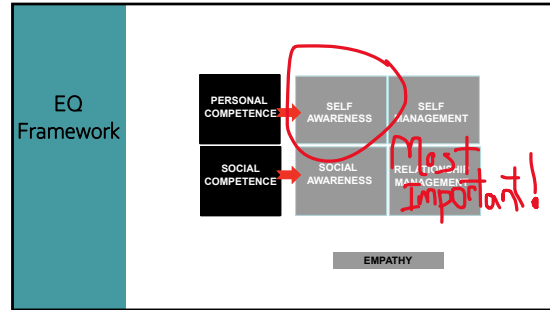
11



12



13



14

- ### EQ Self-Awareness
- #### Steps for Building Self-Awareness
1. Observe yourself doing everything
 2. Ask yourself why you do the things you do
 3. Don't think of your emotions as good or bad
 4. Know your values
 5. Know who and what pushes your buttons
 6. Be aware of good and bad moods
 7. Seek feedback from others
 8. Keep a journal

15

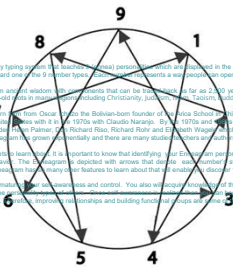
EQ
Self-
Awareness

Tools for Developing Self-Awareness

Enneagram
Meyers-Briggs Type Indicator (MBTI)
DISC
Strengths Finder
Social Styles

16

Enneagram
Overview



The Enneagram is a personality typing system that focuses on how people think and operate in the world. People are naturally drawn toward one of the 9 Enneagram types, which describe a well-known pattern in the world.

The Enneagram is rooted from ancient wisdom, but its modern form was developed in the 19th century. It is found in ancient Greek philosophy and has age-old roots in many religions, including Christianity, Judaism, Islam, Hinduism, Buddhism, and others.

The Enneagram gets its roots from Oscar Ichazo, the Bolivian-born founder of the Arica School of Psychology, which he established in 1960 and then came to the United States with it in the 1970s with Claudio Naranjo. Since the 1970s and 1980s, many more students and authors surfaced. Some of them included Peter Palmer, Richard Riso, Richard Rohr and Elizabeth Winters-Brown. All are well-known today. In the 2010s interest in the Enneagram has grown exponentially and there are many studies, books, and courses.

The Enneagram has many benefits to how we live. It is important to know that identifying your Enneagram personality type is determined by your motivation and not behavior. The Enneagram is depicted with arrows that describe how each type relates to stress and security. Every number has 2 wings. The Enneagram has many other features to learn about that will describe your personality deeply.

The Enneagram can help with many things, such as understanding yourself and others. You also learn about the strengths of the other numbers which will help you with understanding the Enneagram in relationships and building better relationships at work and in life.

17

Enneagram
Typing Yourself

Think about...

1. The way you act at home and why.
2. The very best part of you is the very worst part of you.
3. You know yourself - what you get wrong vs. right.
4. How are you different from others?
5. Your number is determined by **motivation** (not behavior).
6. Personality formed by age 5.
7. You will never change what you see...you can only change what you do.
8. Self-observation non-judgmentally is everything.
9. You in your 20's.

18

Enneagram
The 9 Types

1

The Perfectionist

The Reformer

Quick Summary: perfectionist, idealist, principled, critical

General Characteristics

Strive to live up to their high ideals
Feel a need to be perfect
Angry and resentful
Don't take criticism well, but they criticize others harshly
Have a judging mind.
Impulsive action for what is correct
Seldom say they are angry with what they are angry
Move toward life in an ethical way
Talk gets preachy

Core Motivations

Fear

Being wrong, bad, inappropriate, imperfect

Desire

Having integrity, being good, balanced, virtuous, being right

Weakness

Resentment

Longing

"You are good."

Communication

1's Communication Style

Tone: matter of fact & straight forward
Yes / no ultimatums
Clearly defined plans
1's like conflict, they do like clarity
Only emoji used is the "OK" sign
Answer-inducing questions
Descriptive, emotionally neutral
"Should" is commonly used

Communicating with 1's

Be crystal clear about your expectations
Answer 1's unspoken questions: "How can I fulfill, responsibly and reliably the expectations of the other person?"
Once communicated, know 1's will get it done right the first time
Communicate the smallest of things
If 1's make a good decision, let them know

19

Enneagram
The 9 Types

2

The Helper

The Giver

Quick Summary: relational, generous, insecure, self-unaware

General Characteristics

Sensitive to other people's needs.
Need to be needed. Put their powers in other people
Two ways of giving. Give to get or give altruistically
Self-worth comes from sensing meeting needs
Need approval and gratitude
Get tired of too much giving
Make people feel good
Feel what others feel, not what they feel

Core Motivations

Fear

Being rejected or unworthy of love, being needy

Desire

Being needed, wanted & loved, being important in the lives of others

Weakness

Pride

Longing

"You are wanted and loved."

Communication

2's Communication Style

Tone: Generous and caring language
Compliments and comments of appreciation
Positive reinforcements of others' behavior
Uses many, many heart emojis
Second person perspective use
Acknowledge others' feelings and needs
2's use kind and encouraging feedback
2's don't ask for help but are grateful for it

Communicating with 2's

Give 2's appreciation and admiration
Avoid unnecessary criticism for it will be taken very negatively
Remind 2's it's okay to take a break and care for themselves

20

Enneagram
The 9 Types

3

The Achiever

The Performer

Quick Summary: image conscience, ambitious, adaptable, motivated

General Characteristics

Energetic
Need to see themselves as successful. Image conscience
Feelings are seen as messy and inefficient
Politically savvy
Can hide, anger, & fear disappointment
Motivated by external applause.
Multi-task, like short cuts, not great at detail
Perpetual performer, want to be the star, first prize or you are a loser

Core Motivations

Fear

Being exposed, failing to be successful

Desire

Having high status & respect, being admired & valuable

Weakness

Deceit

Longing

"You loved and valued for being you."

Communication

3's Communication Style

Tone: time- and plan-centric
Future-oriented language
Words which encourage action
Encouraging emojis
Optimistic, energetic phrases
Short and useful questions.
If not so forth transparent about how 3's are doing, it's because they either haven't sorted it out yet or don't feel safe to share

Communicating with 3's

Incentives — including monetary rewards and public recognition
Be being clear about what goals are the definition of success
May seem confident and self-assured but needs reassurance
Be honest, direct, and tactful

21

7

Enneagram
The 9 Types

4

The Romantic

The Individualist

Quick Summary: dramatic, artistic, melancholic, intuitive

General Characteristics

Sensitive feelings and are warm and perceptive
Most complex
Need to be seen as special
The are the most human number on the enneagram
They are comfortable with melancholy
Talk style is sad stories
Go through the blues 4-5 times an hour
Struggling with dissatisfaction and focused on what is missing
Bring originality to things they do

Core Motivations

Fear

Being inadequate, emotionally cutoff, plain, mundane, ordinary

Desire

Being unique, special and finding authentic self

Weakness

Envy

Longing

"You are seen & loved for exactly who you are - special & unique."

Communication

4's Communication Style

Tone: descriptive and poetic
Long-winded essays/magery
Poetic prose-like messages
Emotional expressions
First-person perspective
Dream-like additions (heavy use of ellipses...)
Can appear warm and empathic at times and flat and pessimistic at other times
Unafraid to talk about the darker, deeper, or melancholy aspects of life

Communicating with 4's

Always communicate to 4's how much you value their unique insight, and that you see it (you don't have to agree with it, just acknowledge it)
Do not compare 4's to someone else; it will trigger their feelings of deficiency
If you think 4's are good at something, let them know; they are not be aware of it.

22

Enneagram
The 9 Types

5

The Observer

The Investigator

Quick Summary: perceptive, detached, informed, introverted

General Characteristics

Need space
Need to understand
Hoard necessities of life
Observe rather than participate
They like predictably
Their talk style is presentation
Everything interests them.
Great listeners
Not getting involved keeps them from being controlled

Core Motivations

Fear

Being annihilated
Invaded, being thought of as ignorant, being dependent on others

Desire

Being knowledgeable, capable, competent

Weakness

Avarice

Longing

"Your needs are not a problem."

Communication

5's Communication Style

Tone: formally, with touches of complexity
Overly technical or formal tone
Use of analogies and descriptive comparisons
Many tangents and run-on sentences
Precise adjectives and adverbs
Proverbs and idioms in other languages
Emotionally neutral language.
Hate small talk most of the time
Sometimes 5's don't share initial thoughts because they know they will change later

Communicating with 5's

Don't pry into 5's personal life.
Allow 5's to work remotely
Avoid an open-office setting around too many people
Do not call 5's out in front of crowds

23

Enneagram
The 9 Types

6

The Questioner

The Loyalist

Quick Summary: fearful, loyal, procrastinator, committed

General Characteristics

Need to feel certain and secure
Manage their life with worst-case scenario
They are the people who keep things going
High security needs orderly plans and rules
Think everyone is fearful as they are
More than willing to take a secondary position
Tall style is group talk
Devil's advocate

Core Motivations

Fear

Feeling fear itself, without support or security

Desire

Having security, guidance & support, having a back-up plan

Weakness

Anxiety

Longing

"You are safe and secure."

Communication

6's Communication Style

Tone: precise, careful language
Words that suggest uncertainty: maybe, perhaps, possibly
Ask questions to fully understand, not to challenge
Use carefully chosen words, proofread multiple times
Probably re-read messages after they have been sent
Thankful comments of gratitude and appreciation
Formal with a warm touch
Like to share stressors, but I don't want help to fix them

Communicating with 6's

Honor all the questions, even if they seem tedious
Do not tell a 6's to "stop being a pessimist".
Do not sugarcoat the truth
Give space to work through the "what-if's" in their minds
Ask if there's doubt with a suggestion.

24

8

Enneagram
The 9 Types

7

The Enthusiast
The Epicure

Quick Summary: entertaining, accomplished, uninhibited, manic

General Characteristics

Core Motivations

Communication

They take delight in the very best possibilities
Need to avoid pain
Stable secure routine is a turnoff
Masters of denial
Very charming
Don't like repetition, don't want to get stuck in routine.
When they withdraw their energy, it sucks the air out of the room
Thrive when they realize the freedom and excitement, they seek is available

Fear
Being deprived, trapped in emotional pain, being bored

Desire
Being Happy and fully satisfied, freedom for spontaneity

Weakness
Gluttony

Longing
"You will be taken care of."

7's Communication Style
Tone: Optimistic and energetic language, and expressions
Lots of ENERGI and exclamation marks!
Emojis and emoticons—lots.
"Cheer" as your go to sign off
Sing-song quality of tone (and voice)
Back-and-forth Q&A format
Personal and fond of storytelling
Fast-Paced
Minds move fast, and thoughts could seem random, but they are not.
Won't display hurt feelings

Communicating with 7's
Meet them with excitement and optimism
Don't tell them what to do, they could rebel
Avoid excessive negativity and criticism
Want to be trusted

25

Enneagram
The 9 Types

8

The Challenger
The Asserter

Quick Summary: self-confident, decisive, jut, leader

General Characteristics

Core Motivations

Communication

Need to avoid being controlled
See everything in extremes
Lots of physical energy, Energizer Bunny
Expect you to give as much as they do
As children they can identify with those in control
When people are in trouble, they call 8s
Their talk style is imperative, they want you to show your strength
Define themselves by oppositional energy- what they are against

Fear
Being weak, powerless, or vulnerable

Desire
Protecting themselves and those in their inner circle, control, self-reliant

Weakness
Lust/Excess

Longing
"You will not be betrayed!"

8's Communication Style
Tone: direct, clear, certain language
Brief, to the point
Imperatives and commands
Confident and self-assured
Informative and factual
Pragmatic and logical perspective
Clear and firm tone
Can get bossy when stressed or things are going wrong
8's don't display empathy
Intimidates, but not intentionally
Inspirational by displaying confidence

Communicating with 8's
Make limitations, deadlines, and goals very clear
Do not waffle, 8's respect strong leaders
If requests made to 8's are not strong, they will push back
Meet 8's power with your power
Be direct with communication (bullet points for written)

26

Enneagram
The 9 Types

9

The Peacemaker
The Mediator

Quick Summary: peaceful, reassuring, complacent, neglectful

General Characteristics

Core Motivations

Communication

Their need is to avoid conflict
They are loyal and like be close, but you need to reach them
They are the least complex #, what you see is what you get
It is not theirs to do
They see two sides of things – best and worst
They go along to get along
They are not prone to peer pressure
Easily distracted and focus on many things, laid back and easy going

Fear
Being in conflict, tension or discord, Losing connection with others

Desire
Harmony, Having inner stability and peace of mind, Bringing people together

Weakness
Sloth

Longing
"Your presence matters."

9's Communication Style
Tone: calm tone with gentle and encouraging phrases
Absence of personal identifiers and pronouns (I, we, you, etc.)
Emojis or GIFs to visualize emotions
Many mentions of thankfulness and gratitude
Respectful and thoughtful phrases
Regular checkups on how the other person feels
Starting all sentences with lower-cases (popular virtual trends)
Don't interrupt when 9's share

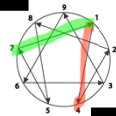
Communicating with 9's
Establish clear priorities
Give a time to ruminate over something, but with a limit
Resolve any conflict *family*—no matter how small
Do not put 9's in a high-conflict environment
Do not pressure on 9's for a rapid response
Do not talk over 9's will shut down

27

Enneagram
Stress & Security

Growth Point
(The number the arrow points from)

When a person feels like things are going well and they are aligned with themselves, the qualities of the security point can often help balance their natural behaviors



Stress Point
(The number the arrow points to)

When a person feels insecurity, stress, or misalignment, the qualities of the stress point can often help balance them with attributes from that number.

28

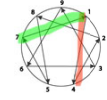
Enneagram
Stress & Security

1

The Perfectionist
The Reformer

Quick Summary: perfectionist, idealist, principled, critical

Security Characteristics
The internal critic quiets
More open minded
Become more comfortable with pleasure
Become more spontaneous
Has a sense of optimism
Focus of attention moves to "gray"
Open to a variety of possibilities



Stress Characteristics
Internal critic works overtime
Become unusually harsh
Self-confidence drops
Become oversensitive
Become depressed
Become shameful

29

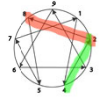
Enneagram
Stress & Security

2

The Helper
The Giver

Quick Summary: relational, generous, insecure, self-unaware

Security Characteristics
Accommodate other's needs less often
Pay attention to their own inner experience and practice self-care
Learn to say no and sets appropriate boundaries
Accept a long-avoided sense of loneliness and or unworthiness



Stress Characteristics
Neediness turns into dominance
Love withdrawn becomes silent or furious
Love over given becomes demanding
Attempt to control and bully
Become distrustful of others
Assertive energy allows to directly self-advocate

30

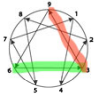
Enneagram
Stress & Security

3

The Achiever

The Performer

Quick Summary: image conscience, ambitious, adaptable, motivated



Security Characteristics

Competition drops and becomes warmer
Become more willing to follow or give up control
Loyalty becomes more important than deceit
Teamwork and relationships become easier
Search for external security heightens insecurity

Stress Characteristics

Doing gets blocked and disengages
Become worn out from failure, exhaustion, or sickness
Find a way to numb self – food, drink, more work
Become less productive and efficient
Become less confident
Find downtime
Drop image consciousness

31

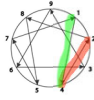
Enneagram
Stress & Security

4

The Romantic

The Individualist

Quick Summary: dramatic, artistic, melancholic, intuitive



Security Characteristics

Cultivate left-brained objectivity
Focus on something outside of themselves
More down to earth, practical, and structured
Direct creativity to something more concrete
Perfectionism/self-critiques amplifies flawed feelings

Stress Characteristics

Deny personal needs
Overaccommodate
Become extremely dependent on someone to save them
Resent people that rescue them
Become manipulative to garner love and attention
Try to win others over
Become more possessive of partner

32

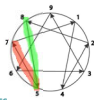
Enneagram
Stress & Security

5

The Observer

The Investigator

Quick Summary: perceptive, detached, informed, introverted



Security Characteristics

Find Strength
Become more empowered
Become aware of physical desires and body-based instincts
Act on wants and enjoys life more fully
Is more vocal and assertive
Feel more capable
Mismanaged power

Stress Characteristics

Retreat to compulsive doing
Enter a fantasy realm and disconnects from reality
Escape with pleasure
Manic thought process can result in risky behavior
Hyperactivity
Exuberance cuts through detachment

33

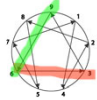
Enneagram
Stress & Security

6

The Questioner

The Loyalist

Quick Summary: fearful, loyal, procrastinator, committed



Security Characteristics

Become more trusting and flexible
Can see all sides not just the dangerous or negative ones
Can be more supportive and less suspicious
Learn to relax
Trust their gut
Numb symptoms of fear

Stress Characteristics

Driven to produce and achieve
Anxiety increases, possibly can reach a state of terror
Emphasis goes to work or income
Frantic attempts to gather resources
May tell lies or deceive
Try to appear confident
Productive energy overrides anxiety and paralysis

34

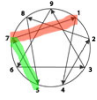
Enneagram
Stress & Security

7

The Enthusiast

The Epicure

Quick Summary: entertaining, accomplished, uninhibited, manic



Security Characteristics

More focused and gain depth
Gain a desire to understand the deeper meaning of life
Consumption is slowed
Engage in contemplative practices
Accept stillness
Become introverted and introspective
Lost in minutia
Complicate decision making

Stress Characteristics

Become critical and judgmental
Agitated with anyone who limits freedom
Become methodical
Sense of humor diminishes
Dualistic thinking
Benefit from structure and personal responsibility

35

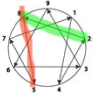
Enneagram
Stress & Security

8

The Challenger

The Asserter

Quick Summary: self-confident, decisive, just, leader



Security Characteristics

Become softer and more giving
Become passionate about & more attentive to others
Learn to value other's beliefs and see them as equals
Exposes tenderness/vulnerability
Inner child feels safe (get to come out and play)
Giving in to hold power over and moves to power with

Stress Characteristics

Withdraw, clam up and isolate
Gets more emotionally distant
Less expressive
Loses grounded earthy sense
Retreats to strategize
May become bitter or jaded
Self care falls by the wayside
Finds clarity in taking an informed view

36

Enneagram
Stress & Security

9

The Peacemaker

The Mediator

Quick Summary: peaceful, reassuring, complacent, neglectful

Security Characteristics
Learn to feel special and important
Get in touch with their passions
Feel secure enough to display accomplishments
Goal oriented
Adopt a positive self view
More assertive and decisive

Stress Characteristics
Reactivity and worry replaces positivity
Go to self doubt
Feel a state of paralysis
Seeks security in external structures that appear safe
Become suspicious & more pessimistic
Anxiety serves as the alarm bell as to what is important

37

Enneagram
Ways to Get Along

Use Enneagram Wisdom

Know your motives
You can't change others
Know core characteristics of each type

Use Emotional Intelligence

Social Awareness
Stop, look, & listen
Relationship Management
Use awareness of your emotions and of others to navigate interactions successfully
Use Empathy

38

Next Steps

On the Job

- Based on the presentation connect with your mentor/coach or your intern and share what Enneagram type (number) you "think" you are. Be able to give definitive examples from the shared content as to why you have identified with a particular type.
(One may not be comfortable sharing your Enneagram type, so share what types you think you might be based on the information you have learned. Remember Enneagram types are driven by motivations not behaviors. It is perfectly okay not to be certain, the Enneagram is a journey not a course. The focus will always be on the seeker it is to identify with a type, not the seeker to be identified with. How did I behave in a certain situation and why? After you have identified consistencies in your motives for your behavior then you may be closer to confirming your type.)
- Meet at least once a week to share affirmations of your type.
 - How did you react to a situation?
 - What characteristics of your Enneagram type did you see in yourself as you made choices throughout the week that you did not know before you gained some Enneagram wisdom?
 - How are you using the knowledge of EI and the Enneagram for enhancing relationships with others?

Self-Development (optional but recommended)

- Review the resources on the following page to learn more about EI and the Enneagram.
- Form a small group to learn and hold each other accountable
- Contact Katie West for more information (901-364-6332 or kwwest95@comcast.net)

39

Bibliography
& Resources

Books

Burdette, Travis G. & Greenes, Joan. *Emotional Intelligence 2.0*.

Barron, Renee and Waugh, Elizabeth. *The Enneagram Made Easy... Discover the 9 Types of People*. Harper Collins 1994.

Chesbrough, Alex H and Kingman, Kelly. *The Visual Enneagram – A Quick Tour of the 9 Numbers*. Capella Press 2013.

Chesnut, Bradton. *The 9 Types of Leadership...Mastering the Art of People in the 21st Century Workplace*. Praet 18 Press 2017.

Cros, Ian Morgan and Suzanne Stabile. *The Road Back to You...An Enneagram Journey to Self-Discovery*. InterVitaly Press 2015.

Heuric, Christopher. *The Sacred Enneagram... Finding Your Unique Path to Spiritual Growth*. Zondervan 2017.

Hier, Don Fleming and Hudson, Ryan. *The Wisdom of the Enneagram... The Complete Guide to Psychological and Spiritual Growth for the Nine Personality Types*. Bantam Books 1996.

Stabile, Suzanne. *The Enneagram Journey... A DVD Curriculum for Exploration, Growth and Transformation. Life in the Tidy Ministry* 2014.

Lapin-Bogda, Ginger PhD. & Bogda, Russell (Traci). *The Art of the Enneagram. The Enneagram in Business* Press 2020.

Other

Enneagram

www.enneagraminstitute.com

www.360theologyandlife.com

www.youreenneagramcoach.com

Katie West – Leadership & Organizational Development Consultant – kwest1995@comcast.net (901-262-6232)
