

### **Leadership Features of Enneagram Characters**

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#### **Abstract**

The essence of this work is the symposium statement titled "Leadership Features Of Enneagram Characters Bu. The subject of this paper is to examine the leadership characteristics of enneagram characters in theory. For this purpose, the leadership styles of the nine characters in the enneagram were discussed first in general and then one by one. In this study, the potential leadership characteristics of enneagram (8,9,1) and differences in the leadership styles of other characters are emphasized.

**Keywords:** enneagram, leadership, character, personality

#### **Introduction**

In one aspect, the character of the complex, like cosmos, is also very complex. Throughout history, various methods have been developed to examine this mixed character of man (Clark, 506). One of these methods is enneagram.

Personality, human behavior and attitudes and factors that affect them (Goodwin & Jamison, 1990; Atkinson et al., 1999). Enneagram is an ancient esoteric teaching and a personality examination method and is based on a nine personal. (Daniels ve Price, 2004: 13) Gudjieff used enneagram in the West around the turn of the 20<sup>th</sup> century (Palmer, 1988). The first person to examine Enneagram as a personality model is Oscar Ichazo (Randall, 18). Naranjo integrated the enneagram with modern psychology (Almaas, 1998).

The enneagram has nine basic types that they are numbered by number from one to nine (Daniels and Price, 117) and are also named according to their predominant characteristics types (Riso and Hudson, 2000, 32). The enneagram is showed with circle as a symbol that has the

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## *Leadership Features of Enneagram Characters*

nine different points, and the lines. The circle represents wholeness, the lines signify the energy movement within the whole of the enneagram (Rhodes, 2009, 12).



### **The Triads of the Enneagram**

The nine basic characters in Enneagram and divided into three groups based on physics, emotions and mind. The characters 8,9, and 1 are included in Center of Physics or Body Center. The characters of 2,3,and 4 are at the Center of Emotion or Heart Center. Mind Center contains characters 5, 6, and 7 (Riso and Hudson, 2000, p. 47). These three centers, head, heart or gut, takes the lead to guide human through the world (Hampson, 2005, p 14).



## **The Wings**

In enneagram each character has two wings. In the Enneagram symbol the previous and next neighbors of a character are the wings of that character. If a character has a vein, it shows its characteristics. For example, the wings of a character are nine and two. ([www.enneagraminstitute.com](http://www.enneagraminstitute.com))

## **The Levels of Development**

In Enneagram, each character has three levels: healthy, average and unhealthy. While the person shows the characteristics of his / her character in an average state, he / she behaves like other characters in healthy and unhealthy situations. For example, fives of the mind-centered characters show the characteristics of their character on an average level. In contrast, the fives, when happy, behave like seven at a healthy level. Again, fives, when stressed, acts like eight at an unhealthy level. ([www.enneagraminstitute.com](http://www.enneagraminstitute.com))

## **Leadership and Enneagram**

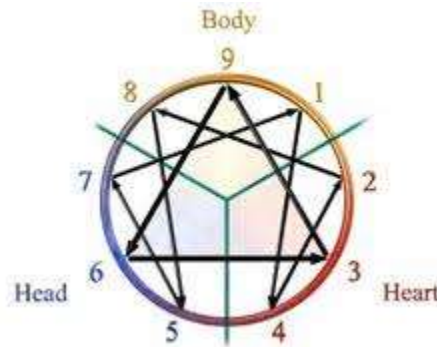
Enneagram can be used in leadership, as well as for self-discovery, spiritual evolution, team building, motivation, empowerment, training, and student education (Kale & Shrivastava, 2003). The leadership characteristics of enneagram centers and characters will be examined below.

## **The Physics-Based Characters**

The fundamental feature of physics-based characters is that they are natural leaders, angry, and enjoy doing manual work. The main feature of emotion-centered characters is their potential leadership abilities and state of emotions. The main feature of thought-centered characters is

## *Leadership Features of Enneagram Characters*

that they maintain their lives on the axis of knowledge and learning as well as possess potential leadership characteristics (Riso and Hudson, 2000, 47).



The natural leaders in Enneagram are 8, 9 and 1 in the physics group. They have dominant leadership characteristics. These characters inevitably stand out in the environment they enter. The eights immediately take over leadership in their current environment with their tall figures, loud voices and initiatives. The nines stand out with their sympathetic structures, glamorous bodies and empathy abilities. The ones shine as a manager in a short time with their habits of adhering to rules and discipline.

However, the leadership styles of this group differ. While the eights lead by using force and authority, the nines are governed by cooperation and empathy. The ones manage by adhering to the rules.

### **The Emotion-Centered Characters**

Emotion-centered characters and mind-centered characters have potential leadership characteristics. In other words, although their leadership characteristics are weak, they can develop leadership aspects by hard-working. They can become better leaders than natural leaders by developing leadership aspects. On the other hand, if the natural leaders do not develop dominant leadership qualities in their characters, their leadership attributes can become stiff and, thus, they become ordinary people.

Emotion-centered characters predominantly use their emotions as guides in their leadership. Whether they like or not, these characters cannot help but to approach people emotionally. Therefore, they communicate emotionally with the people they manage.

Emotion-centered characters fail in their leadership if they do not use the characteristics of mind and physics. Therefore, these characters need to develop the characteristics of thought and physics centers.

### **The Mind-Centered Characters**

The mind-centered characters exhibit a thought-centered leadership. They expect information and thought centered performance from the people they manage. These characters remain as weak leaders if they do not improve their physical and emotional aspects.

After this general introduction, we can discuss the leadership characteristics of each character in enneagram separately. Each character in Enneagram has basically three conditions: healthy, normal, unhealthy. One person descends into unhealthy state as his ego becomes stronger. On the other hand, a person becomes normal and healthy as he becomes virtuous, and ethical.

### **Eights (Challengers)**

The Eights in the physics group are the natural leaders and don't not afraid to use power and authority. If the eights are virtuous, they are healthy and become a benevolent leader who protects their staff. In the normal case, the eights keep a moderate balance and do not become overly destructive. On the other hand, if they are at the ego level, they are unhealthy and display a dictatorial leadership.

### **Nines (Peacemakers)**

The nines of the natural leaders in the physics group show empathy and dialogue-dimensional leadership. If they are virtuous, they are healthy and manage their staff in a relaxed and peaceful environment. At average level, the Nines try to maintain peace and tranquility by keeping

## *Leadership Features of Enneagram Characters*

balance. At an unhealthy level, they try not to lose their peace of mind by withdrawing into their own world.

### **Ones (Reformers)**

The ones is the natural leader in the physics group. They conduct leadership with strict adherence to the rules. If they are virtuous, they are healthy and provide a regular working environment in which everyone obey rules. At average level, the ones take care of the balance and try not to compromise on order and rules. At the ego level, they are in an unhealthy state, become a manager who constantly complains about everyone and everything.

### **Twos (Helpers)**

The twos, the first member of the emotion group, manage people with helpfulness. If they are righteous, they are healthy and help people and manage them without waiting anything in return. If they are in the average level, they try to balance the expectations of helpfulness and love. At the ego level, they are in an unhealthy state and do not hesitate to punish the staff that they accuse with ingratitude. The twos must

The development areas for the Twos as managers are to decline tasks, giving more empowerment for others and making the organization less dependent on themselves.

### **Threes (Achievers)**

In other members of the emotion group, the threes show a success and performance centered leadership. They are remarkable, successful, hard-working, and brilliant managers. If the threes at healthy level, they will strive to ensure the success of their staff in a peaceful environment. If they are in the average level, they try to maintain balance between the contestant character and peace. At the ego level, they are in an unhealthy state and do not hesitate to ruthlessly punish the staff he deems unsuccessful.

### **Fours (Individualists)**

The fours, another member of the emotions group, try to create an original management structure. They show an original leadership that appeal to distinguished people. They try to understand and help people by lowering their standards in a healthy state. At the average level, the fours try to strike a balance between their high standards and the wishes of the people. At the ego level, they are in an unhealthy state and become lumpen managers who constantly complain about the ordinariness of people.

### **Fives (Investigators)**

The first member of the thought group, the fives has an information-centered leadership. The fives are good managers in information and technology organizations. If the fives are healthy, they display a future-oriented leadership that widen the horizons of people and society. At the average level, they tolerate the lack of knowledge of people by considering balances. At the ego level, the fives are in an unhealthy state and move away from people and live in their own world.

### **Sixes (Loyalists)**

The sixes, another member of the mind group, exhibit a loyalty-centered leadership. They expect full loyalty from the people they manage and try to keep the people they do not trust. The sixes become successful managers in departments that require quality control and impeccable service. If they are in good health, they rigorously exhibit leadership in full security and soundness without discrimination. At the average level, they try to strike a balance between loyalty and neutrality. At the ego level, they are in an unhealthy state, and form a governance structure that includes people they do not fully trust in the category of enemies.

## *Leadership Features of Enneagram Characters*

### **Sevens (Enthusiasts)**

Another member of the group of mind, the sevens show a leadership centered on continuous innovation and change. They become successful managers in the sectors that require innovation. If they are healthy, they become regular and stable managers who are aware of their responsibilities. At the average level, they try to show a balanced sense of responsibility. At the ego level, they behave as administrators who escape from responsibility and blow hot and cold.

### **Conclusions**

As seen, although the features of the enneagram characters are dominant, these features are not enough for their success. Even the characters that only use dominant features begin to fall into decay after a while, begin to live life at ego level and show unhealthy characteristics. On the other hand, besides the dominant features, the characters that develop their weak abilities are more successful in life. They get rid of the ego level, become a virtuous character and show their character's healthy characteristics.

This is also the case with the leadership characteristics of Enneagram characters. Natural leaders, eight, nine and one, cannot become successful leaders if they cannot develop their weaknesses. They become diseased managers who show only their unhealthy characteristics. They become perfect leaders if they develop their weak abilities alongside their natural leadership qualities. In other words, they show the healthy side of the leadership traits.

Likewise, other Enneagram characters with potential leadership abilities will fail if they live only with their dominant characteristics and lead an ego-level life if they do not develop their weak leadership abilities. They live as selfish people who show unhealthy characteristics of their character traits. On the other hand, they become successful leaders if they develop their weak leadership abilities and combine them with their dominant characteristics.

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