



APPLICATION GUIDE – September 2020 The Enneagram and Decision-Making, Part 1

BOTTOM LINE:

Knowing your underlying motivations and how you're wired will help you make better leadership decisions.

KEY TAKEAWAYS:

Advice for leading in our current culture: In times of crisis, many leaders move from leading to managing. In times like this, it's more important than ever for leaders to lead and let management manage.

The Enneagram is a personality typing system that teaches there are nine basic personality styles in the world. Each type has a distinct way of seeing the world and an underlying motivation that powerfully influences how that type thinks, feels, and behaves.

The Nine Types

Type 1: The Improvers – ethical, meticulous, detail-oriented, and morally heroic

- Ones are motivated by a need to perfect themselves, others, and the world.
- When making decisions, Ones first use their gut and then quickly use their heads to double-check their gut reaction. Ones ask themselves: *What's the principled thing to do?*
- Decision-making tip for Ones: Be sure your need to make the perfect decision doesn't cause delays.

Type 2: The Helpers – warm, caring, and giving

- Twos are motivated by a need to be needed and avoid acknowledging their own personal needs.
- When making decisions, Twos rely on feelings and the impact of the decision on their relationship with others. Twos ask themselves: *Will this decision negatively impact other people?*
- Decision-making tip for Twos: Don't let your feelings stand in the way of making a hard decision.

Type 3: The Performers – success-oriented, image-conscious, and wired for productivity

- Three's are motivated by a need to succeed, appear successful, and avoid failure at all costs.
- When making decisions, Threes rapidly consider the pros and cons, then move quickly to take action. Threes ask themselves: *What's the most efficient choice?*
- Decision-making tip for Threes: Don't let expediency blind you to the impact of your decision on other people.

Type 4: The Romantics – creative, sensitive, and moody

- Fours are motivated by a need to be special and unique.
- When making decisions, Fours tend to make well-considered, value-based decisions using their intuition. Fours ask themselves: *Which direction is my intuition telling me to go?*
- Decision-making tip for Fours: Don't rely just on feelings. Be sure to add critical thinking to your decision-making process.

Type 5: The Investigators – analytical, detached, and very private

- Fives are motivated by a need to gain knowledge, conserve energy, and avoid relying on others.
- When making decisions, Fives research and analyze all the relevant facts, then make logical, thoroughly reasoned decisions. Fives ask themselves: *What do the facts and data say?*
- Decision-making tip for Fives: Don't rely just on your mind. Be sure to consult your heart and gut when making a decision.

Type 6: The Loyalists – committed, practical, and witty

- Sixes are motivated by fear and the need for security, safety, and support.
- When making decisions, Sixes think about the impact of all the possible decisions, including the worst-case scenarios. Sixes ask themselves: *Which decision involves the least risk?*

Type 7: The Enthusiasts – fun, spontaneous, and adventurous

- Sevens are motivated by a need to be happy and to plan stimulating experiences.
- When making decisions, Sevens come up with multiple options for possible decisions.
- Decision-making tip: Don't be impulsive. Be sure you have all the information before you make a decision.

Type 8: The Challengers – commanding, intense, and confrontational at times

- Eights are motivated by a need to assert strength and control over others in the environment in order to mask tender and vulnerable feelings.
- When making decisions, Eights are not afraid to make immediate, gut-based decisions.
- Decision-making tip: Slow down and consider the downstream impact of your decisions.

Type 9: The Peacemakers – pleasant, laid back, and accommodating

- Nines are motivated by a need to keep the peace and avoid conflict at all costs.
- When making decisions, Nines listen to varying perspectives and alternatives and then make the decision based on consensus. Nines tell themselves: *Based on the feedback I've received, this is the direction we're going to move in.*

QUESTIONS FOR REFLECTION OR TEAM DISCUSSION:

1. In times of crisis, do you find yourself going from leading to managing?
2. Now that you see how each type makes a decision, does this help you understand why others make the decisions they make?

RESOURCES MENTIONED:

[Better Decisions, Fewer Regrets](#) by Andy Stanley

[The Road Back to You](#) by Ian Morgan Cron

[iEQ9 Assessment](#) (use code northpoint2020 for a 15% discount)