



An enclave of enneagrams

Tim Dalmau

**It is our desire to share information,
concepts and ideas as widely as possible.**

**It is also our desire to have all our
work duly acknowledged in the
manner we prescribe**

© Dalmau Network Group: 2002

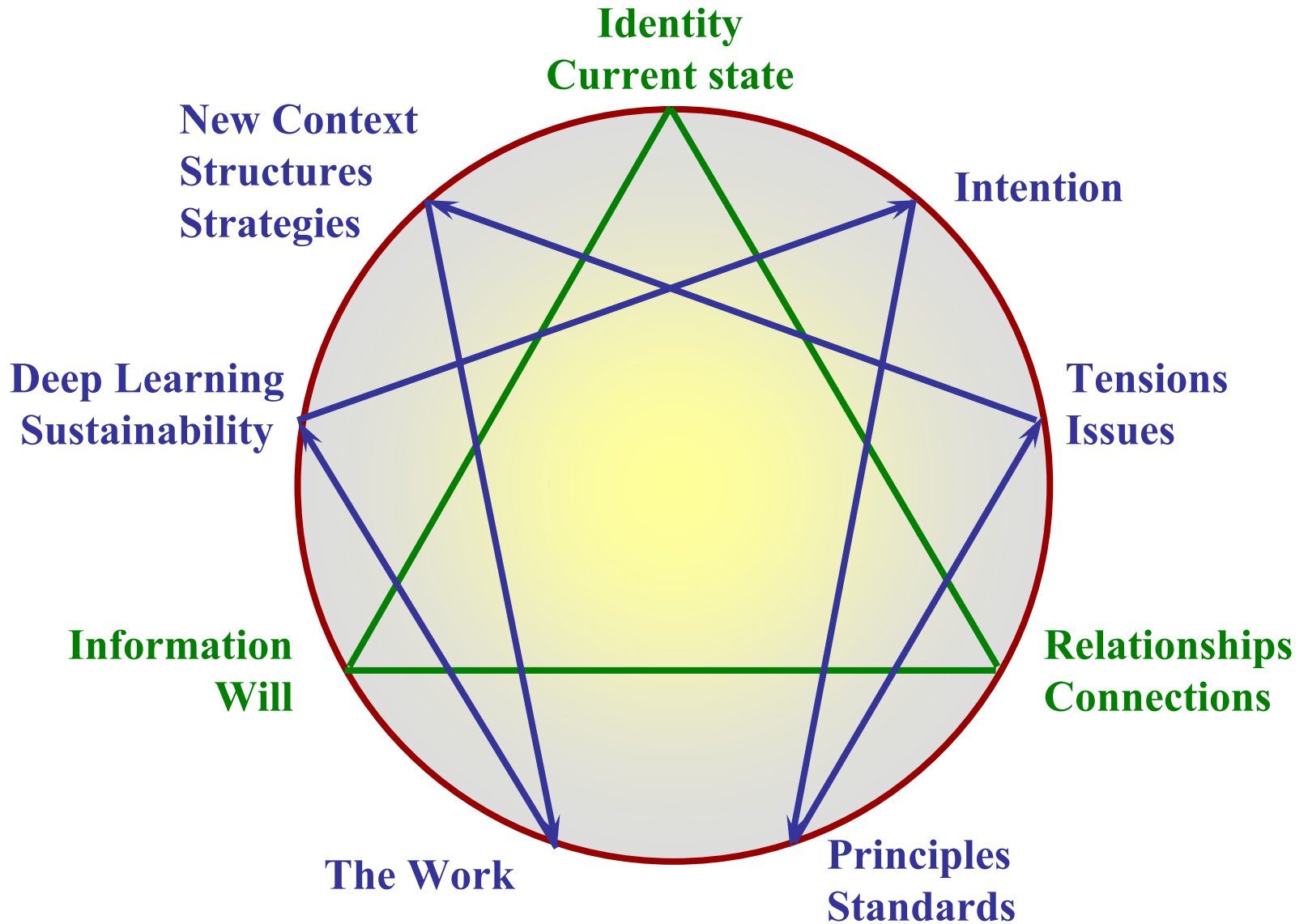
This document and its contents are copyright.

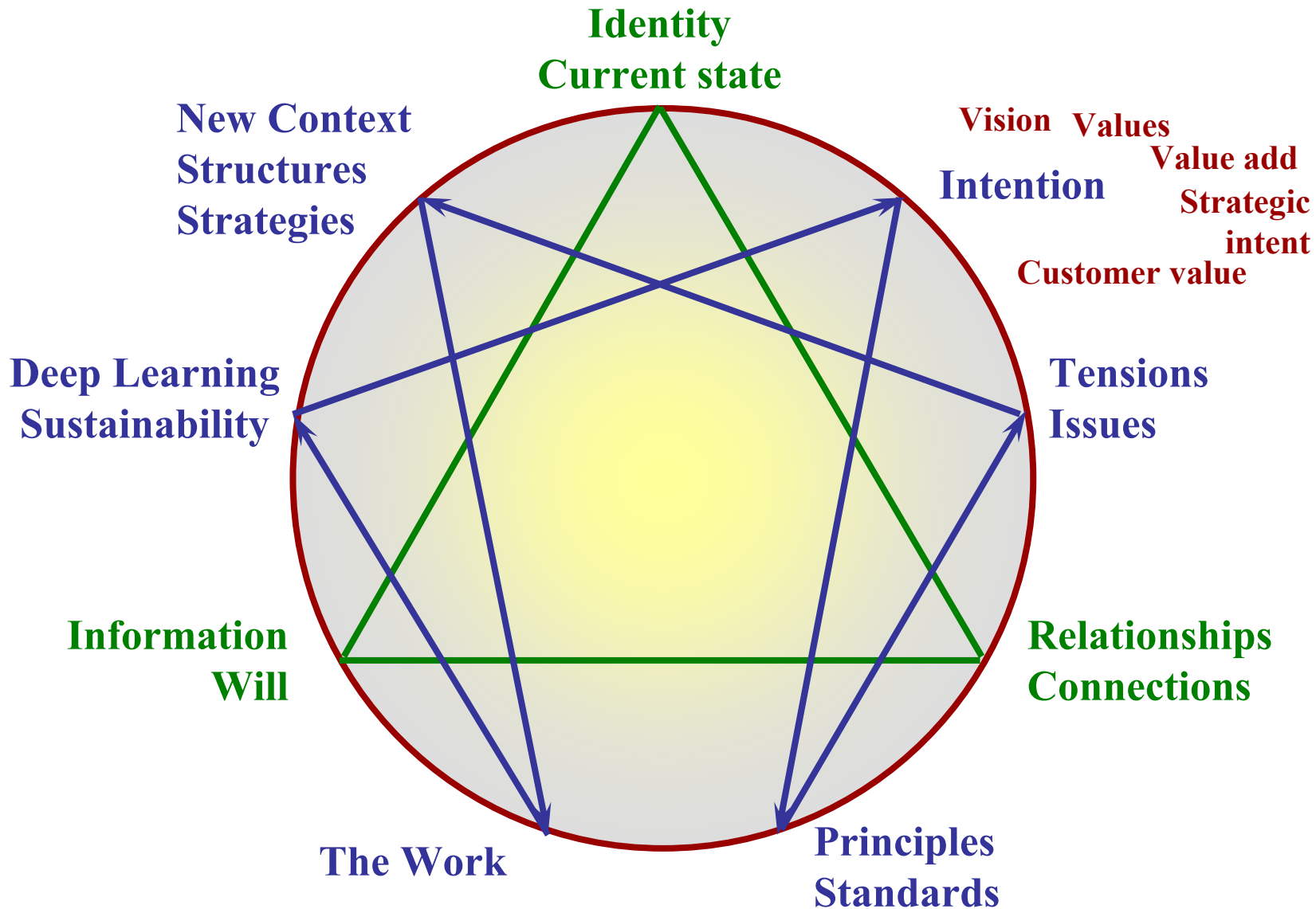
**This document in both electronic and
hardcopy forms may be copied in part
or whole, provided such copying is**

for educational or training

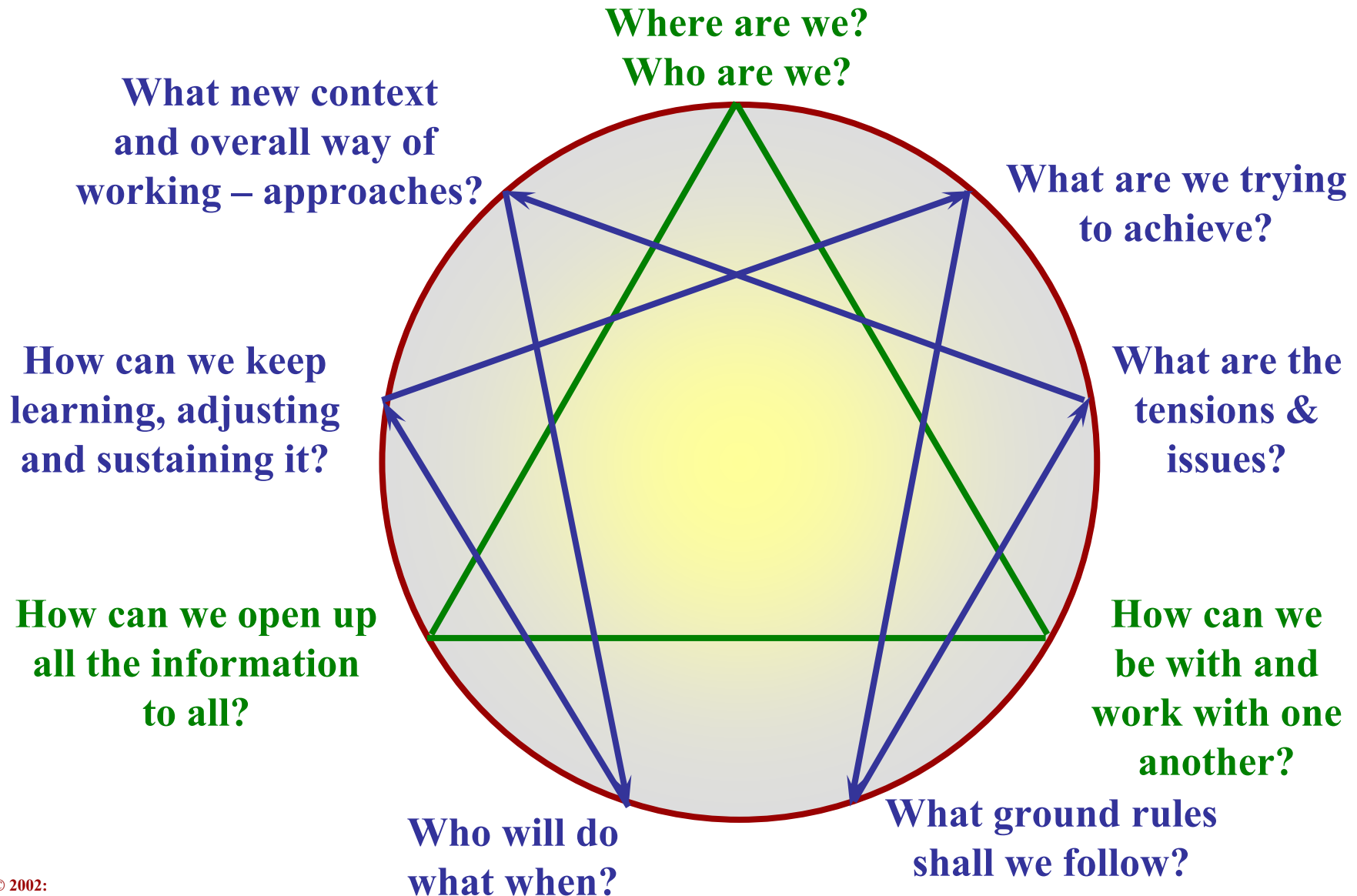
**purposes only, the copies are not sold for
monies, each individual slide or hardcopy page
is a duplicate of the original and contains
all source references**

- ❖ **These Process Enneagrams are provided as a resource and you are welcome to use them in your work**
- ❖ **They have been built in part or whole by**
 - **Tim Dalmau**
 - **Allison Lloyd-Rowe**
 - **Dick Knowles**
 - **Julia Zimmerman**
 - **Steve Zuieback**



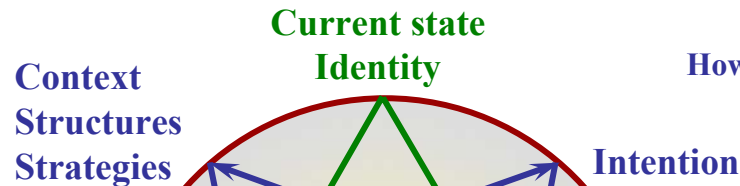


Simple enneagram



What is the current state? What is going on, really?
 How clear is their grasp on their current situation?
 Do they understand their story?
 How strong is their identity?
 What are the true cause and underlying dynamics?

What is context they
 have created for themselves?
 How are they structured? How
 appropriate is it? How fluid?



How clear is their intent? Who owns it?
 Espoused, inferred as actual?
 Values, vision, value-add,
 strategy, customers?

How well are they building
 new paradigms in which to
 reflect, adapt and learn?

Issues, dilemmas, paradoxes?
 What deeper do they believe?

How are they
 handling information?
 What is critical?
 What is open, hidden?

How present are
 they to one another?
 How functional
 are their relationships?
 How well do all the
 connections work?

What are they actually doing?
 How does it relate to their
 intention and principles?

What principles seem to guide
 their actions? How clear and
 owned? How specific? Standards?
 How are they reinforced?

What is the current state? What is going on, really?
How clear is their grasp of their current situation?

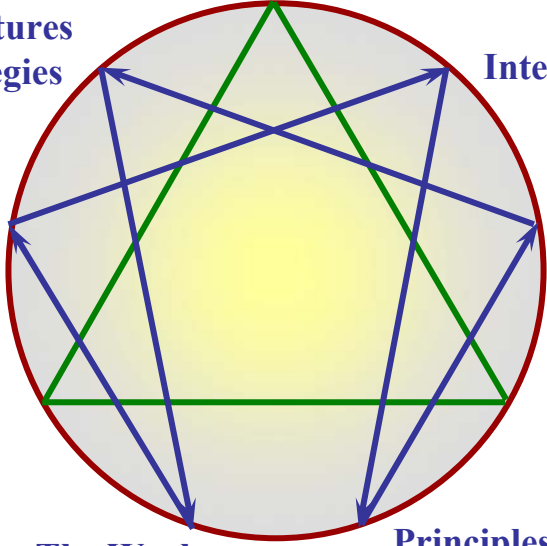
Do they understand their story, their history? What is the need? Who has it? Who doesn't?
How strong is their identity? How strong is their identification with the wider group/organization?
What are the true cause and underlying dynamics of the dilemmas they struggle with?

What is context they have created for themselves?
How are they structured? How appropriate is it? How fluid?
What broad strategies do they follow? How well do they work?

Context
Structures
Strategies

Current state
Identity

Intention



What are they trying to achieve?
How well are they achieving it?
How clear is their intent? Who owns it?
Espoused, inferred as actual?
Values, vision, value-add, strategy, customers?

How well are they building new paradigms in which to reflect, adapt and learn?

Deep Learning
Sustainability

Tensions
Issues

Issues, dilemmas, paradoxes, tensions, problems, constraints?
What deeper do they believe?

How are they handling information?
What is critical?
What is open, hidden?
How is information used to marshal will and action?

Information
Will

Relationships
Connections

How present are they to one another?
How functional are their relationships? Which ones are functional, which dysfunctional
How well do all the connections in the system work?

The Work

Principles
Standards

What are they actually doing?
How does it relate to their intention and principles?

What principles seem to really guide their actions? How clear and owned? How specific? Which principles are espoused but not practiced? Standards?
How are they reinforced?

For company interviews

What is the current state of the company?
Numbers, size, profitability, market share

What's the context for their work and how do they structure it?

What are the main approaches?
What are the main strategies?
Why? How do they fit together?

Context
Structures
Strategies

What are they trying to achieve?
How do they create value and wealth?
What value do they add to their customers?
What are the core values of the company?

Intention

How do they keep learning and adapt?
How flexible?
How eager to reflect and improve?

Deep Learning
Sustainability

What are the issues they face?
What are the dilemmas, contradictions, constraints?

Tensions
Issues

How open and available is information to all?
What's on the table? What's hidden? What are the undiscussables?

Information
Will

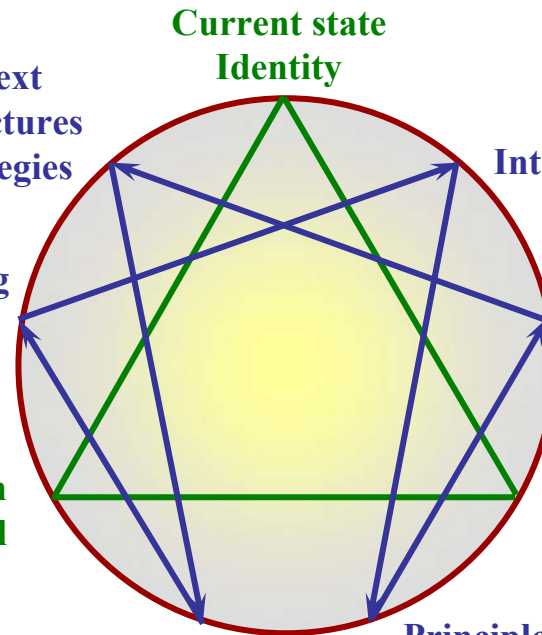
What are relationships like between the people who work there?
Trust, openness, friendliness
Honesty, directness

Relationships
Connections

The Work
How do things actually work?
How efficiently?
Who does what, when

Principles
Standards

What operational principles or ground rules seem to guide their behavior, strategies and actions?
How well do they practice what they preach?
What seem to be the real rules of the game?



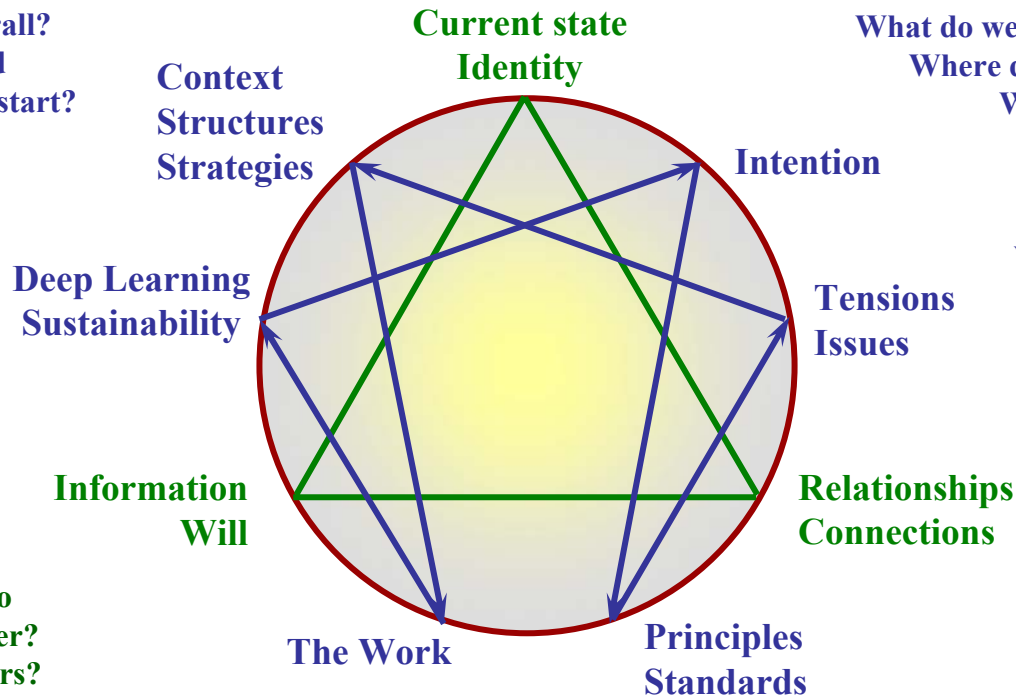
For planning (simple)

What is the current situation?
What is our story?
Who are we? Where are we?

What new context do we wish to create? What new perspectives? How shall we arrange things overall? What strategies and structures shall we start?

What do we want to achieve?
Where do we want to go?
Who might we be?

What new world views are opening up?
How shall we keep learning? How shall we sustain things?



What are the issues?
What are the dilemmas, contradictions

How can we be with one another? With others?
What sort of relationships and connections do we need?
Who or what needs to be connected? How?

How can we open up information to all?
How can we use this to coalesce will and power?
Among us? With others?

Who will do what, when and how?
What actions will be taken?

What operational principles or ground rules need to guide our strategies and actions?
What principles need to guide how we engage others? Be with ourselves?

For strategic planning

What is the current situation? What is happening in the environment?

We is our group/company/organization? Relative to competition? Emerging trends?

SWOT? Where do we need to be? What is our story? Who are we? Where are we?

What context, intentions and principles do we wish to retain going forward?

What do we want to achieve?

Our vision for ourselves? Our priorities?

What are the core values to honor?

Who might we be? What and how do we want to create wealth and value add, SVA, EVA, ROFE, ROI?

What are our overall performance targets?

What is our strategic intent and our fundamental customer value proposition?

What are the issues?

What are the dilemmas, tensions, contradictions, limitations and constraints?

How can we be with one another? With others?

What sort of relationships and connections do we need?

Within our group/organization?

Between parts of it?

With other groups?

Who or what needs to be connected? How?

What new context do we wish to create and operate within?

What new perspectives? How shall we arrange things overall?

What will be our major strategies?

How shall we organize, resource and think about them?

What structures shall we start with?

What specific approaches or initiatives?

What new world views are opening up for us? What are we leaning from this? How shall we keep learning? How shall we sustain things?

What information is needed?

Who needs to be in the room to work with this information and marshal will?

How can we open information to all?

How can we use this to coalesce will and power?

Among us? With others? What are the undiscussables? How can we get them out and test our assumptions?

**Deep Learning
Sustainability**

Information

Will

The Work

Who will do what, when and how?

What actions will be taken?

Milestones, specific actions, responsibilities, accountabilities,

Deliverables?

**Principles
Standards**

What operational principles or ground rules need to guide our thinking, strategies and actions?

What principles need to guide how we engage others?

Be with ourselves? With other groups/organizations?

Context

Structures

Strategies

Current state

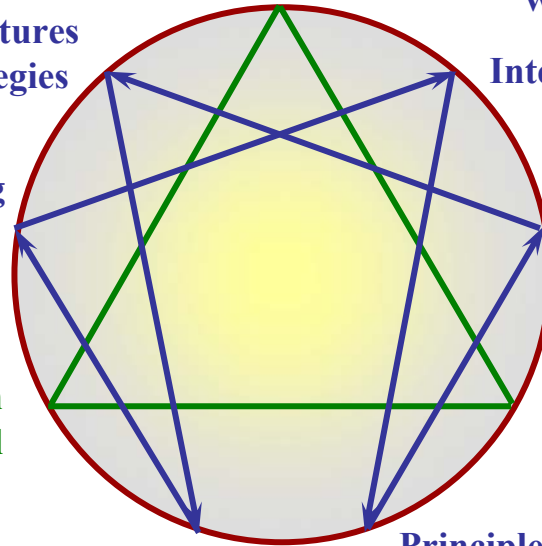
Identity

Intention

**Tensions
Issues**

Relationships

Connections



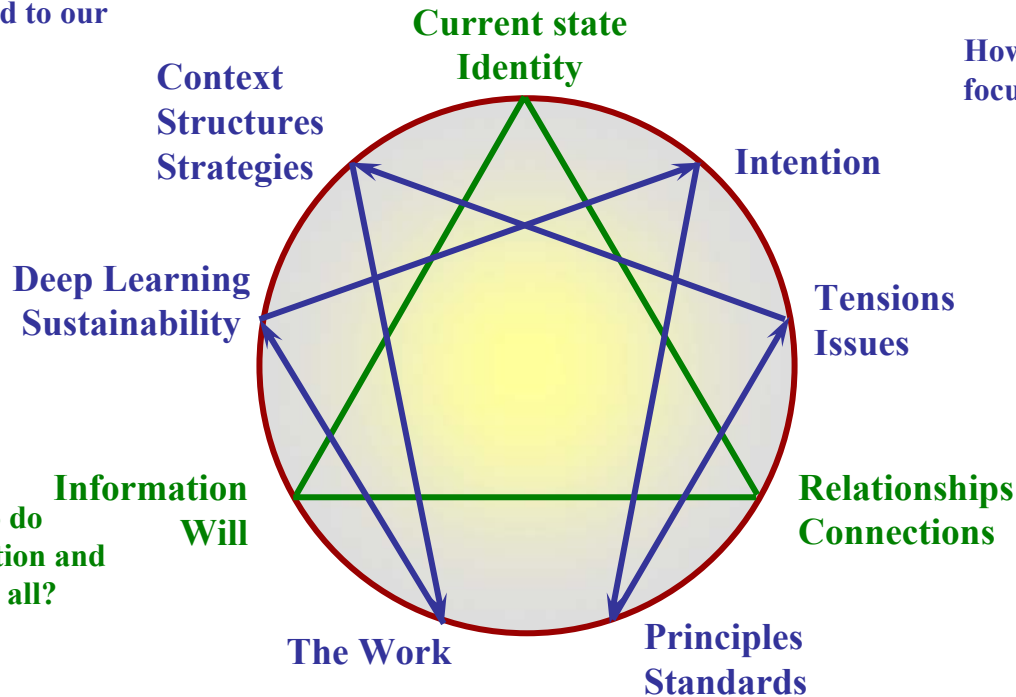
For drilling down on strategies

What do we have to do or put in place to ensure we build & nurture a shared identity, an on-going & clear appreciation of our the situation in which we find ourselves?

How shall we ensure our strategies & structures are related to our fundamental intention and principles?

How shall we ensure that we get all focused & participating in building & owning a clear intention?

How shall we ensure the whole system and we keep learning and developing?



What approaches do we need to establish to identify, and manage issues, tensions & problems as they arise?

What do we have to do to open up information and make it available to all?

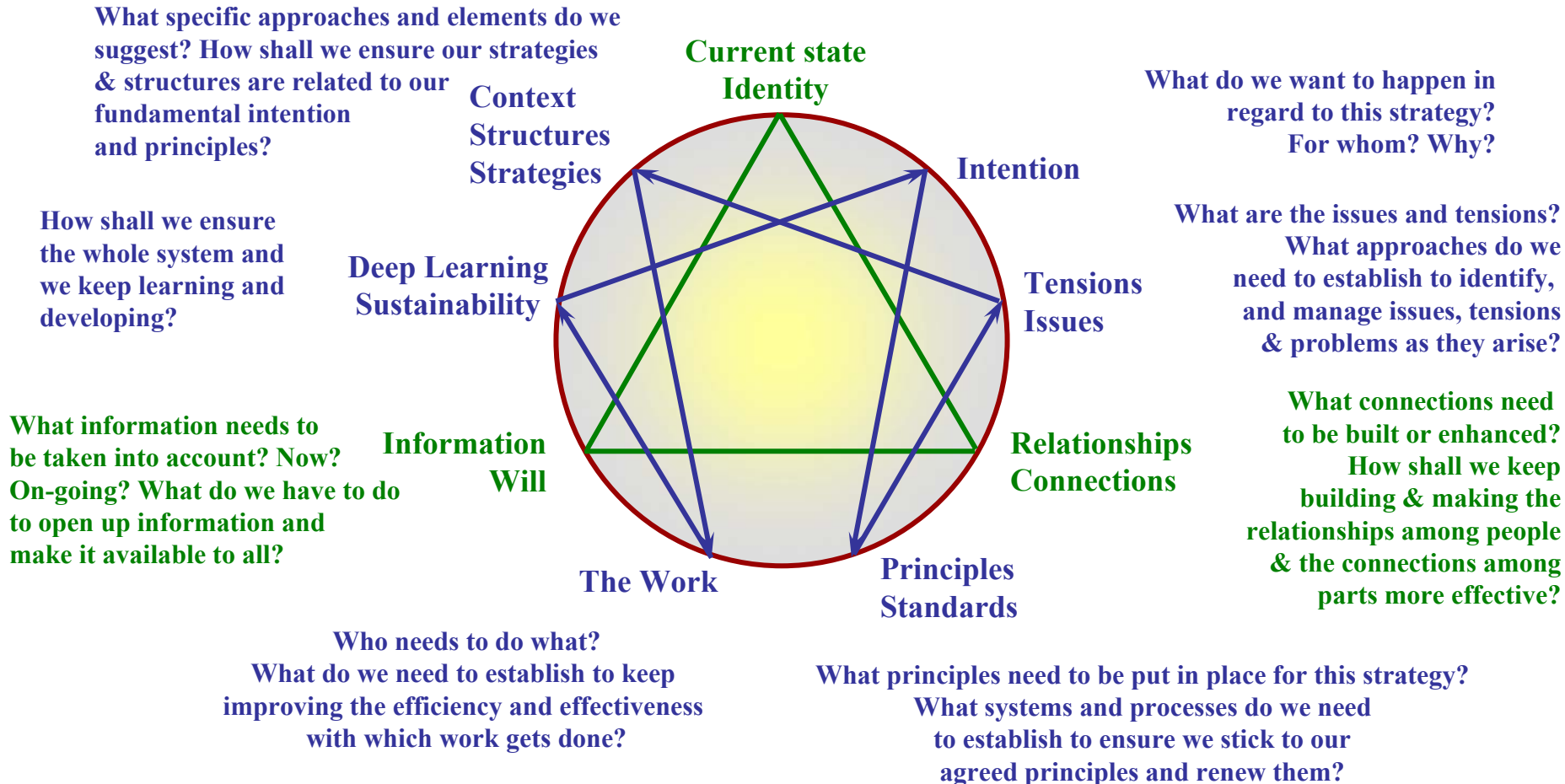
How shall we keep building & making the relationships among people & the connections among parts more effective?

What do we need to establish to keep improving the efficiency and effectiveness with which work gets done?

What systems and processes do we need to establish to ensure we stick to our agreed principles and renew them?

For drilling down on strategies 2

Can we restate the situation we are in, with respect to the strategy we seek to develop?



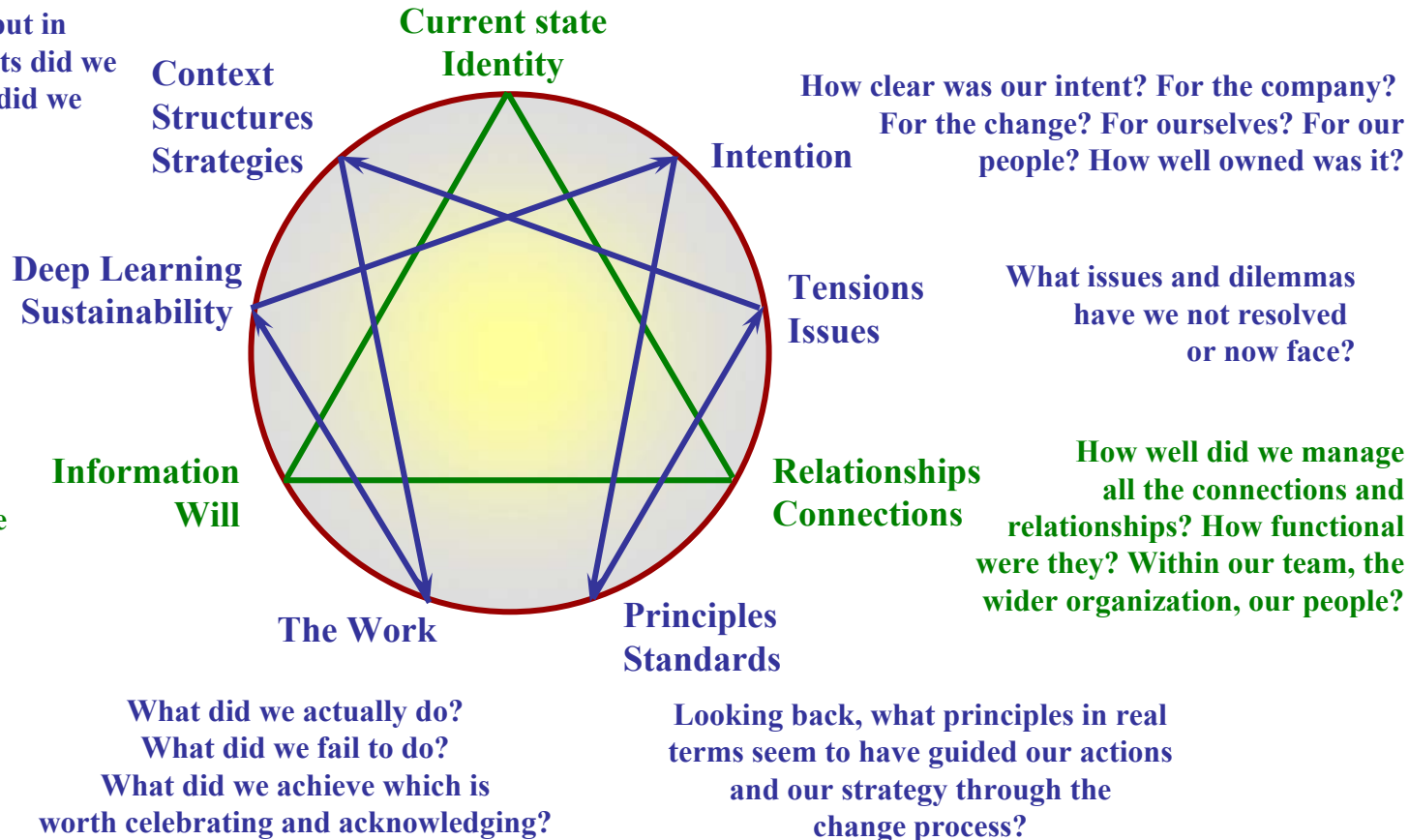
For reviewing change

How strong identity have we created? How together have we been in executing the plan?
 How clear has been our grasp on situations as they have arisen?
 What is the current state of play?

What strategies did we put in place? What new contexts did we try to create? How well did we do these things?

What can we take from all of this for the future?

How did we handle information? How open were we with all involved?



For fishbowl inquiry

(for recording content)

What is the current state in which we find ourselves? What is going on, really?

Internally, externally? How clear is our grasp on our current situation?

What are its aspects, facets, dimensions? How much do we fully appreciate all its dimensions?

Do we truly understand our story? How strong is our identity?

What are the true cause and underlying dynamics?

What is context we have created for ourselves? How are we structured? How appropriate is it? How fluid? What approaches are we putting in place? Strategies?

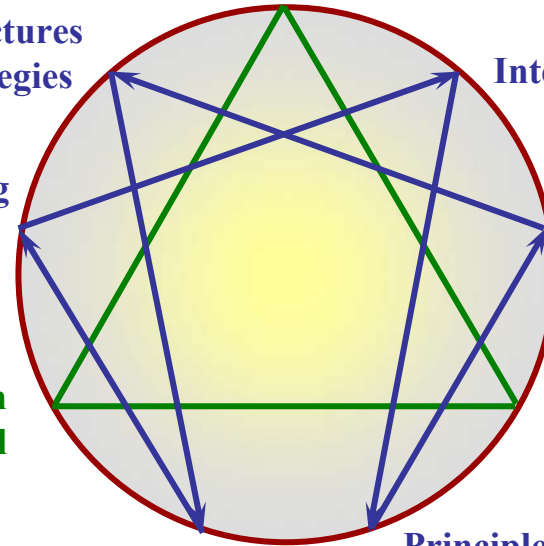
Context
Structures
Strategies

Current state

Identity

Intention

What is the intent? What are we trying to achieve? Espoused, inferred as actual? Values, vision, value-add, strategy, customers?



Deep Learning
Sustainability

Tensions
Issues

Issues, tensions, problems dilemmas, paradoxes? What deeper do they belie?

Information
Will

Relationships
Connections

What are the relationship issues? How functional are our relationships?

How are we handling information? What is available? What is critical? What is open, hidden? What is needed? How can it become more available?

The Work

Principles
Standards

With whom? How well do all the connections work? Among people, groups, systems, structures? What is needed?

What are we actually doing? How does it relate to our intention and principles? What specific things need to be done going forward

What principles seem to guide our actions? How clear and owned? How specific? Standards? How are they reinforced?

What ground rules or principles will need to guide actions, behaviors and strategy going forward?

Fishbowl Process Enneagram Guiding Questions

(for recording content)

What is the current state in which we find ourselves? What is going on, really?

Internally, externally? How clear is our grasp on our current situation?

What are its aspects, facets, dimensions? How much do we fully appreciate all its dimensions?

Do we truly understand our story? How strong is our identity?

What are the true cause and underlying dynamics?

What is context that has been created? What might need to be created? How are they structured? How appropriate is it? How fluid? What approaches are we putting in place? Strategies?

Context
Structures
Strategies

What is the intent? What are they saying they are trying to achieve? Espoused, inferred as actual? Values, vision, value-add, strategy, customers?

Intention

Stepping right back ... What are the deeper learnings from the whole discussion? What are the sustainability issues and learnings that have emerged? What is the sub-text?

Deep Learning
Sustainability

Issues, tensions, problems dilemmas, paradoxes? What deeper issues do they belie?

Tensions
Issues

Information
Will

What are the relationship issues? How functional are the relationships? With whom? How well do all the connections work? Among people, groups, systems, structures? What is needed?

Relationships
Connections

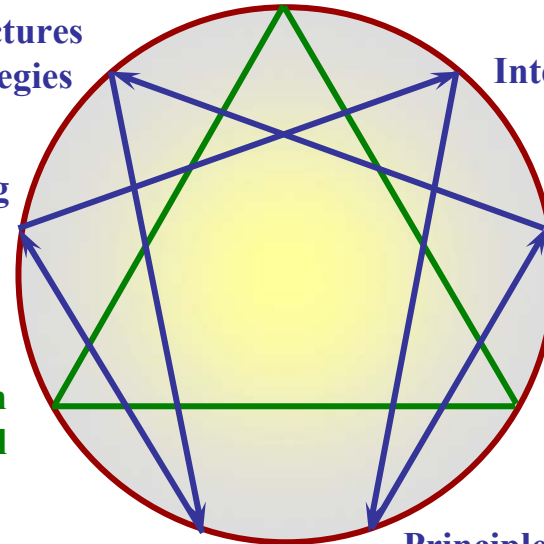
How are they handling information? What is available? What is critical? What is open, hidden? What is needed? How can it become more available? Information can include facts, data, feelings, beliefs, reactions?

What are we actually doing? How does it relate to our intention and principles? What specific things need to be done going forward

The Work

What principles seem to guide actions? How clear and owned are they? How specific? Standards? How are they reinforced? What ground rules or principles will need to guide actions, behaviors and strategy going forward?

Principles
Standards



For relationships

**What is our history together? Who are we and what do we each bring into this relationship?
 What did each of us hope to get out of this relationship? How are we, really, with one another?
 What have been the significant events and stages in the development our relationship together?**

**What new context do we wish to create?
 What approaches do we wish to put
 in place? How shall we stay open
 and fluid around these things?**

**Context
 Structures
 Strategies**

**What future do we want to create together? What
 do I want over the years from this relationship?
 What does s/he want?**

Intention

**What can we take from all
 of this for our future? How
 can we stay open to new ways
 of seeing ourselves?**

**Deep Learning
 Sustainability**

**What issues and dilemmas,
 problems, differences, and
 constraints do we face?**

**Tensions
 Issues**

**How open have we been
 with one another? What do
 we avoid talking about? What
 do we keep hidden from the
 other? Undiscussables?**

**Information
 Will**

**How present and there for
 one another have we been?
 How shall we be with
 one another? What type and
 way of relating do we now want
 with one another?**

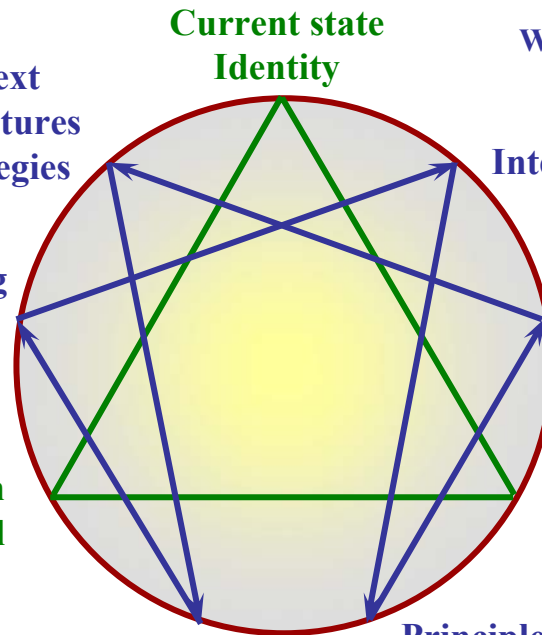
**Relationships
 Connections**

The Work

**Principles
 Standards**

**What shall we actually do?
 When? How?**

**What ground rules do we commit guide
 our actions? What standards do we commit
 to? What will be the behavioral indicators?**

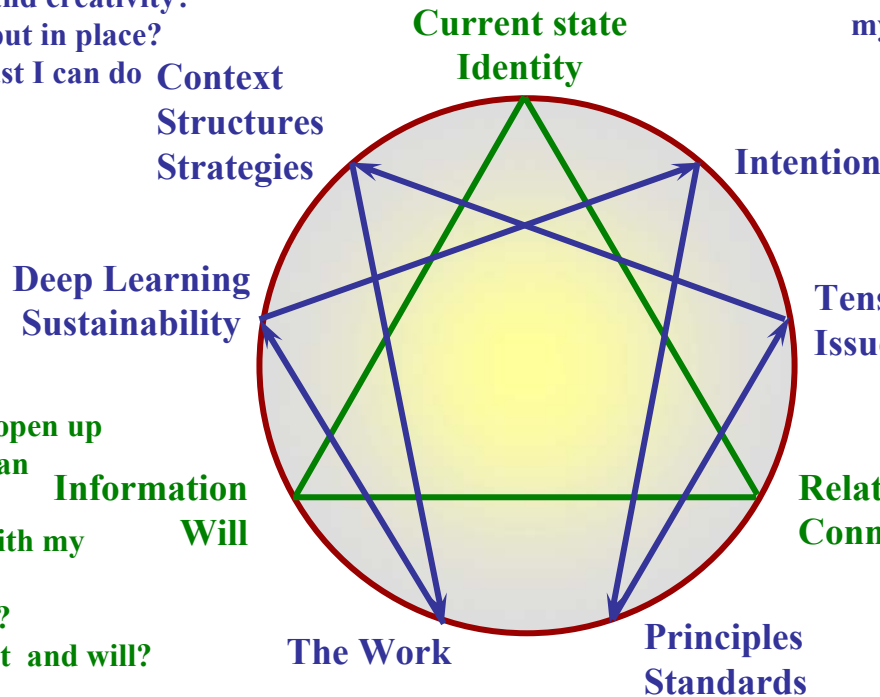


As a leader, who am I? How have I got here? What are my values around leadership? What do I do well?
 How clear am I on the changing demands of the context in which I work? What is going well in my organisation?
 How clear is the organisations identity, vision and purpose and how well understood? What kind of leader am I becoming?

How can I work with others to open up the system?
 How can I support innovation and creativity?
 What broad approaches will I put in place?
 What has worked well in the past I can do more of?

What new views of leadership and organization are emerging as I do this work?

How can I work with others to open up the flow of information? How can I improve my access to information? How open am I with my colleagues and staff? Are there undiscussables that need airing? How can I increase commitment and will?



What do I want to be part of creating?
 What do I want to achieve for myself, my organization, my community?
 How clear is my vision for the future?
 What are my core values?
 What is the purpose of my leadership?

What are the issues, dilemmas, and paradoxes I need to recognize and resolve?
 For my own growth? For my Work/community?

What are the various connections & relationships I need to foster?
 How do I want them to be?
 How can I influence them?
 How can I create the relationships we need in my immediate team?
 How engaged are we together?

What do I commit to doing to develop myself as leader?
 What? When? How?
 How will I celebrate success?
 How will I evaluate how I am going?

What operating principles will guide my actions and decisions as I lead the changes that need to occur? What standards do I commit to? How will I know that I have been successful?

For project development

What is the current state in which we find ourselves? What is going on, really, with this project?
 Where and how is it positioned? Internally, externally? Who's baby is it?
 How clear is our grasp on this situation? Who are the stakeholders? What's at stake?
 What are the risks? What are its aspects, facets, dimensions? What are we trying to do in terms of mousetraps – conceive, design, produce, or catch mice?
 How well formed are all the outcomes around this project?

What is context in which the project must occur?
 How will we structure the whole thing? What main strategies?
 How shall we go about it?

Context
Structures
Strategies

What is the intent? What are really we trying to achieve with the project?
 Outcomes, outputs, processes?
 Strategic intent? Strategy, customers, stakeholders?

Intention

How will we build new paradigms in which to reflect, adapt and learn? How shall we sustain things?

Deep Learning
Sustainability

Tensions
Issues

Issues, tensions, problems dilemmas, paradoxes?
 What deeper do they belie?

How shall we handle information? What is available? What is critical? What is open, hidden? What is needed? How can it become more available? For us? For the project? For the key stakeholders?

Information
Will

Relationships
Connections

What are the relationship issues around the project in the organization, in the project team? How functional are our relationships? What connections have to among people, groups, systems, structures? What is needed?

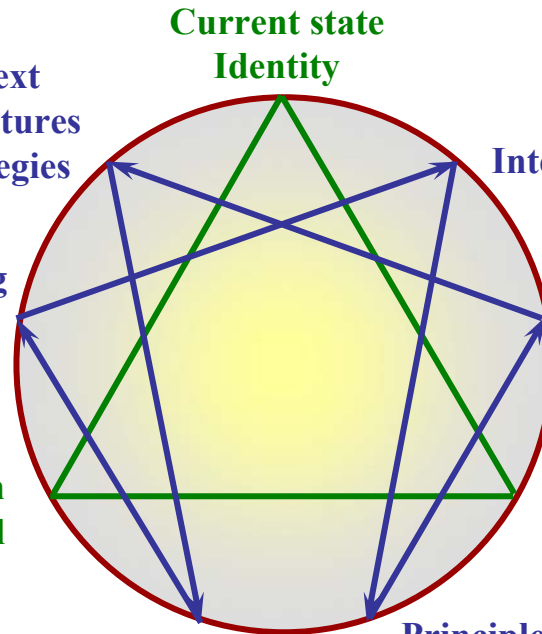
The Work

Principles
Standards

What are we actually going to do?
 How does it relate to our intention and principles for this project?
 What specific things need to be done going forward?

What principles will need to guide our actions on this project? How clear and owned? How specific? Standards?
 How will they be reinforced?

What ground rules or principles will need to guide actions, behaviors and strategy going forward?



Current state
Identity

What is the current state in which we find ourselves? What is going on, really, with this project?
 Where and how is it positioned? Internally, externally? Who's baby is it?
 Where are we up to with it? What major things still need to be done?
 What are the current risks? What are its aspects, facets, dimensions?
 What are we trying to do in terms of mousetraps – conceive, design, produce, or catch mice?
 How currently well formed are all the outcomes around this project?

What broad strategies are we adopting to achieve our intentions?
 How flexible are they? Leadership? Participation? What main strategies are now required?

What are we learning as the project progresses? How are we applying them? How are we to build new paradigms in which to reflect, adapt and learn? How shall we sustain things?

How are we handling information? What is available? What is critical? What is open, hidden? What is needed? How can it become more available? For us? For the project? For the key stakeholders?

What are we actually going to do from this point onwards? How does these relate to our intention and principles for this project?

What specific things need to be done going forward? When? By whom specifically?

Current state
Identity

Context
Structures
Strategies

Intention

Deep Learning
Sustainability

Tensions
Issues

Information
Will

Relationships
Connections

The Work

Principles
Standards

What is the intent? What are really we trying to achieve with the project? Outcomes, outputs, processes? Strategic intent? Strategy, customers, stakeholders?

Issues, tensions, problems dilemmas, paradoxes? What deeper do they belie?

What are the relationship issues around the project in the organization, in the project team? How functional are our relationships? What connections have to exist among people, groups, systems, structures?

What is needed? How are you nurturing these relationships?

What *real* principles are guiding our actions on this project? How clear and owned? How specific? Espoused or practiced?

What ground rules or principles will need to guide actions, behaviors and strategy going forward?

**What is the context of your project? How did the need emerge? Who is involved? What is their commitment?
How is the project linked to the vision of the organisation?**

What broad strategies are you adopting to achieve your intentions? How flexible are they? Leadership? Participation?

What are you learning as the project progresses? How are you applying them?

How is information being shared? How accessible? What is critical? Do you have a Communication plan?

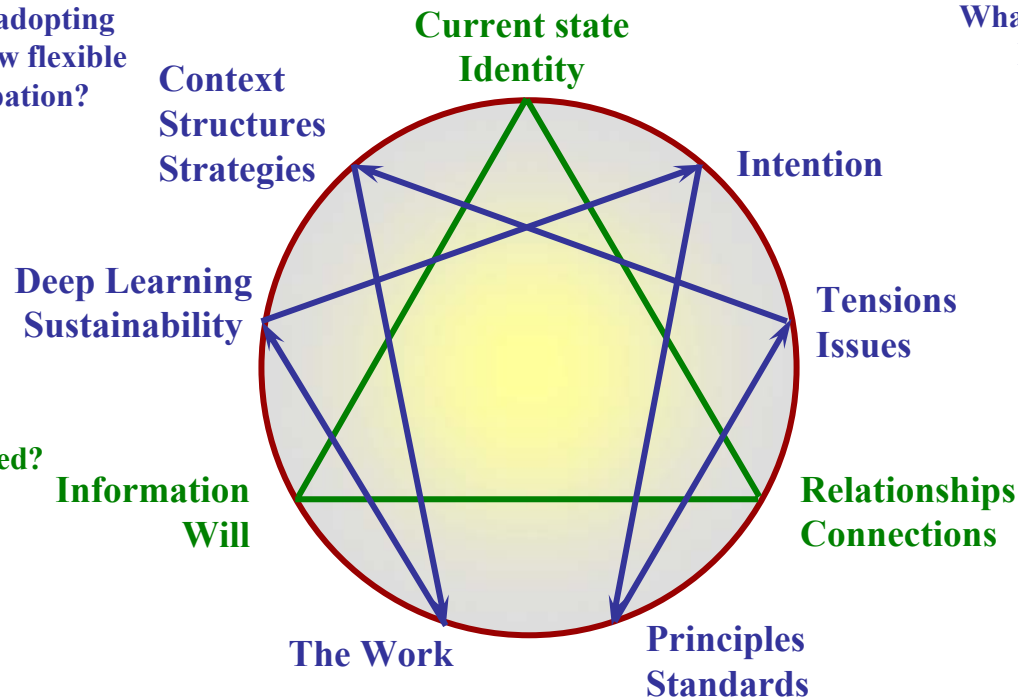
What are you doing? When? How? Who? How successful is it? How consistent is it with your stated intentions and principles?

What operating principles are guiding your decisions and actions? How clear & owned are they? What are the indicators for success? What standards have been set?

What are you trying to achieve? How clear is your intention? To you, to others involved? How shared is this intention by all the stakeholders?

What are the issues, dilemmas, and paradoxes that need to be addressed for the project to be successful?

Are all the necessary connections in place? Is everyone, who needs to be, involved? How are you nurturing these relationships?



For reviewing a process or initiative

**What is the context of this initiative? How did the need emerge? Who is involved? What is their commitment?
How is this initiative linked to the vision of the firm/organization?**

What approach have we taken and how effective has it been? What context did we create to operate within? What context should we create going forward and what approach/es should we adopt?

What have we learned already at a deep level about this type of initiative? How shall we sustain things going forward?

How was information shared? What was critical? What was missing? What was hidden or confused or avoided?

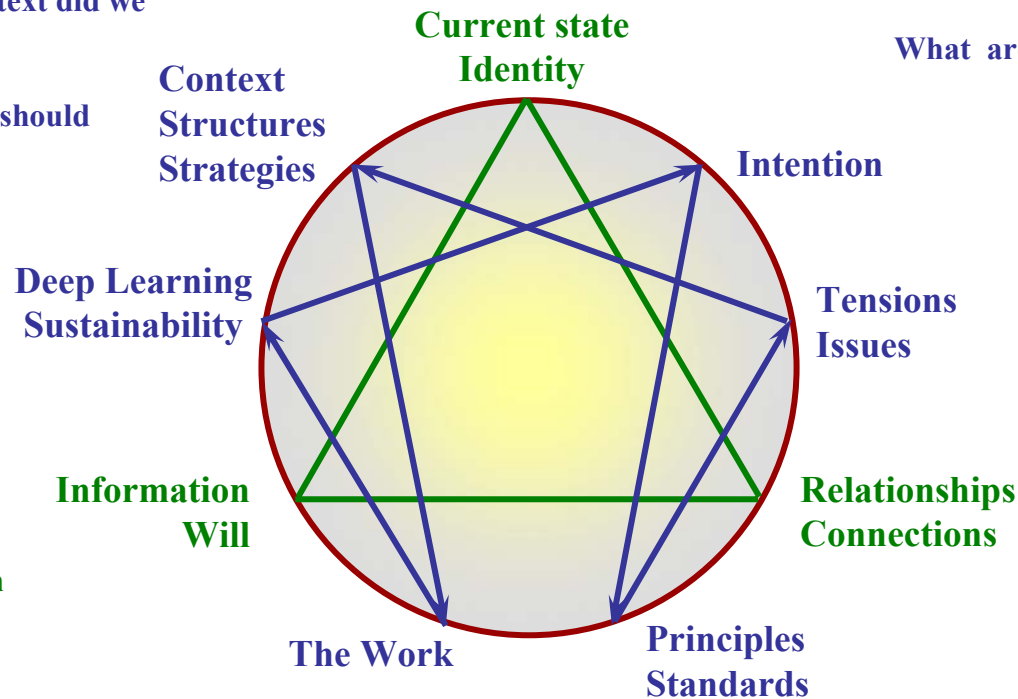
**What actually worked well?
What could have been improved?
How?
What does this suggest we should do next?
By whom? When?**

What operating principles should guide our decisions and actions?

**What are we actually trying to achieve?
How clear is our intention?**

What are the issues, dilemmas, and paradoxes that need to be addressed for the initiative to be successful?

**Are all the necessary connections in place?
Is everyone, who needs to be, involved?
How are we going to set up and nurture the necessary connections and these relationships?**



For community development

Who are they? What is their story? Their background, significant events which have shaped their identity?
 What are their espoused values? What has/not worked well and why? What were the enabling conditions?
 What has not worked well and why? How have these shaped their sense of control and destiny?

What broad strategies do they adopt to achieve their intentions? How do they organise themselves? Participation? Leadership? How do these play out in the project?

How are they applying what they learn? What new meanings are they taking to the future?

How is information shared?
 How open are they with one another?
 What is open/hidden? What is critical?

What are they actually doing?
 When? How? Who? How successful is it? How consistent is it with their stated intentions and principles?

What ground rules guide their decisions and actions?
 Cultural and social norms? What standards/policies do they abide by? How clear & owned? What are the indicators for success?

What future do they want to create together?
 What do they want to achieve, for themselves, for the community? How clear is their intent, their vision for the future? For individuals, groups, the whole, with other groupings in their environment? Why?

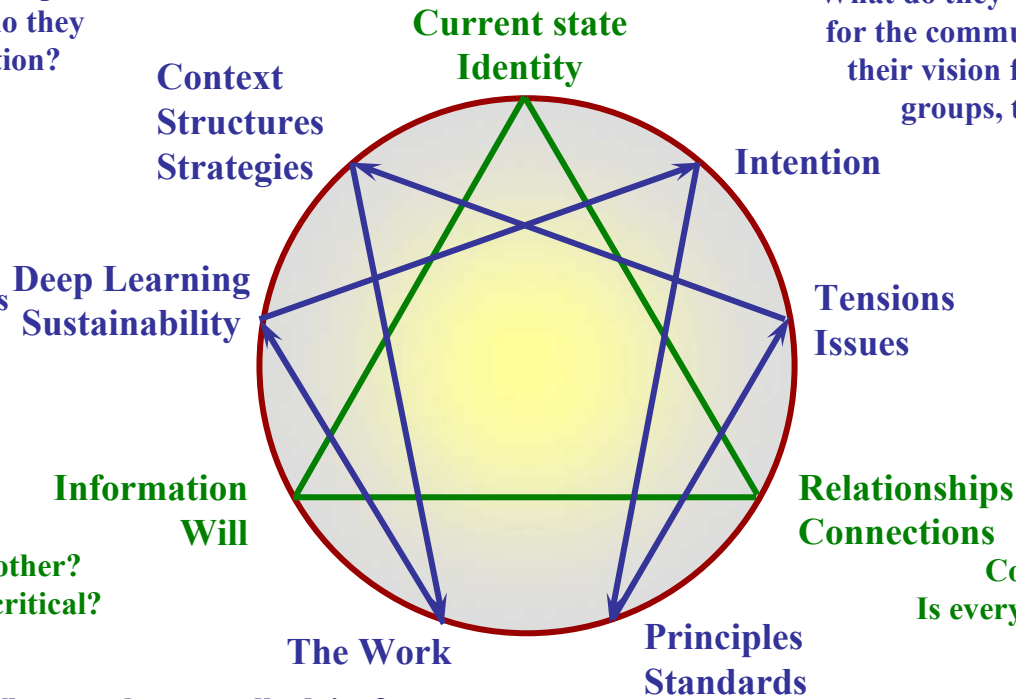
What issues and dilemmas, paradoxes do they face, including culturally, politically, economically, socially?

How are they with one another?

How do they want to be with each other?

Connections with the community?
 Is everyone, who needs to be, involved?

What connections with the broader culture?



A systemic model for coaching

What brings the client to the coach?
What is the need?

What new mental models are needed? What new approaches?

Context
Structures
Strategies

Current state
Identity

What outcomes are sought?

Intention

How will the client keep learning and growing, and how will they sustain the changes?

Deep Learning
Sustainability

What are the issues?

Tensions
Issues

Information
Will

What type of coaching relationship?
What are the relationship issues in the client's need?

Relationships
Connections

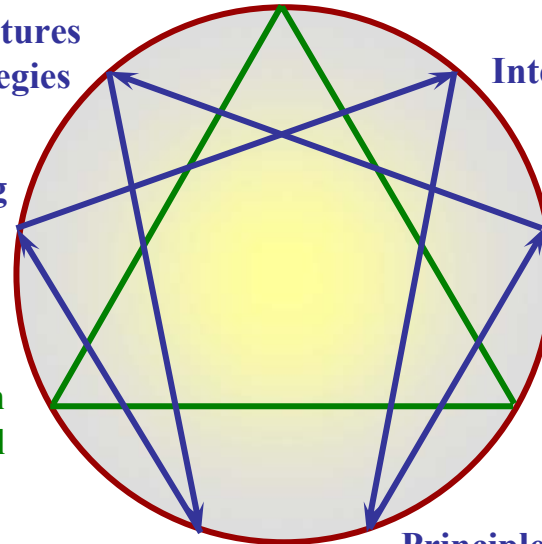
The Work

Principles
Standards

What needs to be surfaced?
What information needs to be known and understood by the client and the coach? Undiscussables, difficult issues, real and deeper needs?

What specific things will change?
How will they be assessed?

What ground rules should guide the coaching?
What are hidden unconscious principles at work in the client's need? What new or different one are required



For planning a performance coaching session

What is the purpose & context of the meeting I am planning? What is the reality of my relationship with my direct reports?
 How effective are my interpersonal skills? If I were to stand in the shoes of my direct reports how do I imagine they feel about me as their superior. What is my understanding of the performance management process?
 How accurate is picture I have of his/her/their performance and of where they/I are together?
 What is required? What are the facts? What are the behaviors? What are the gaps – specifically?

What broad approach is called for?
 What context do I wish to create for this encounter? What particular Strategies will I pursue? Why?

How will we reflect on the outcomes of the meeting? At what levels, in what domains? How will agreements and commitments be sustained? How will I know what to improve next time?

What information/data do I intend to use? What will I need to seek?
 How open with one another will we need to be?
 What is/may be open/hidden? What is critical?

What things are likely to need to happen?
 How will I know they are happening?
 What contracts need to be established?
 Specifics? What will I see/ record?
 Who else may need to be involved?

Current state
 Identity

Context
 Structures
 Strategies

What do I want to achieve? For me, the other/s?
 How will I know if I get there?
 How do I plan to share the full intent of the process?
 What information/data do I intend to use?

Intention

What issues, tensions and problems do I need to consider prior to my meeting with the other person/s?

Tensions
 Issues

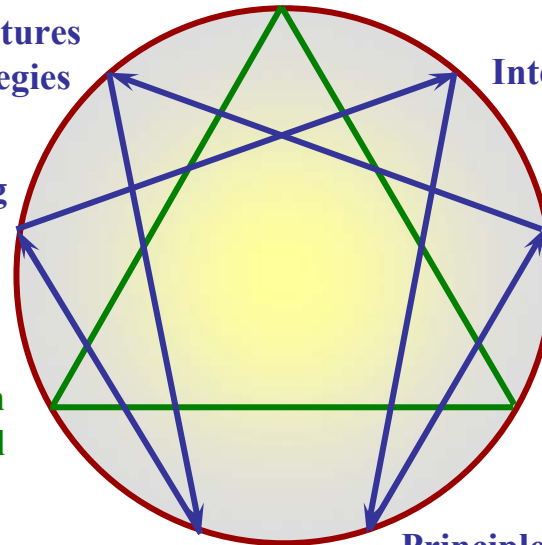
What are relationship issues to be negotiated in this meeting?
 How functional is my relationship with this person/s? How do I want it to be? At the end of the meeting? In the longer term?

Relationships
 Connections

The Work

Principles
 Standards

What ground rules should guide decisions, strategies and behaviors in this meeting? Mine, the other person/s? About this issue and behavior at hand? What standards/policies apply in this setting?
 About the issue? What aspects of effective communication do I need to remain conscious of?



For structuring a performance coaching session conversation

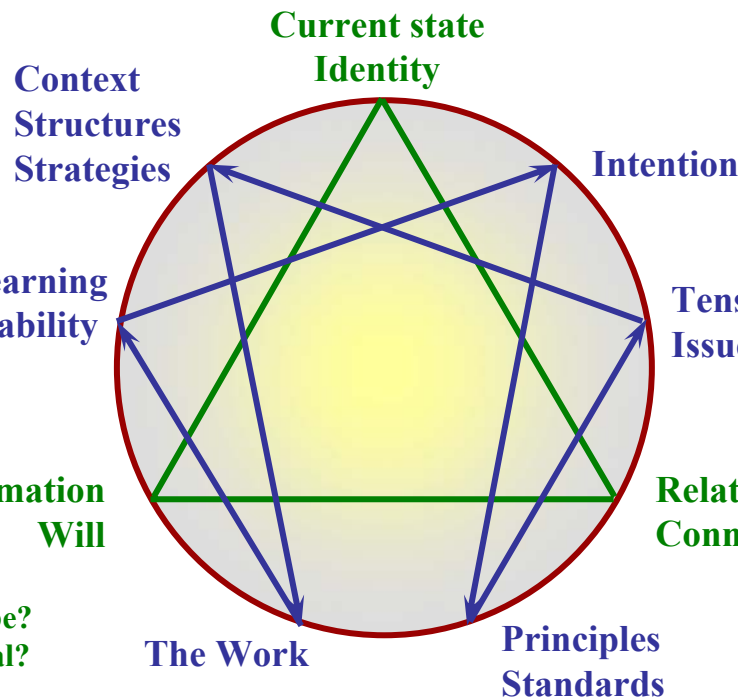
What is the purpose & context of the meeting we are having? What is the reality of our working relationship?
 How clear are we about performance management process?
 What is our picture of his/her/their performance and of where we are together?
 What is required? What are the facts? What are the behaviors? What are the gaps – specifically?

What broad approach is called for?
 What context do we wish to create for the future? What particular strategies shall we pursue? Why?

How will we reflect on the outcomes of the meeting? At what levels, in what domains? How will agreements and commitments be sustained? How will you know what to improve next time?

What information/data do we intend to use? What will we need to seek, or explore or surface together?
 How open with one another will we need to be?
 What is/may be open/hidden? What is critical?

What things need to happen?
 How will we know they are happening?
 What contracts need to be established?
 Between us? With others?
 Specifics? What will I see/ record?
 Who else may need to be involved?



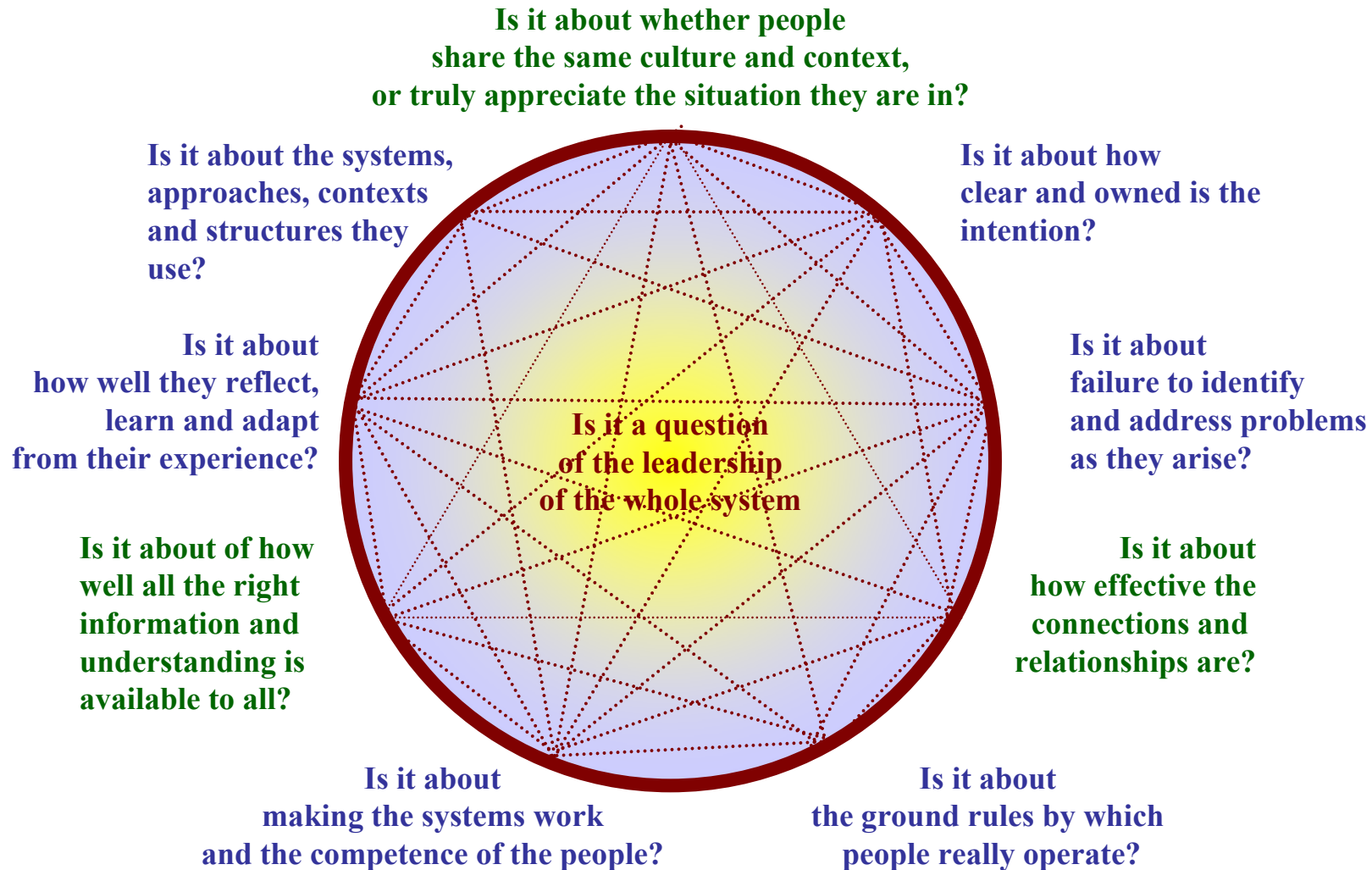
What is the outcome for this conversation between us?
 What will be the indicators

What issues, tensions and problems we need to consider ?

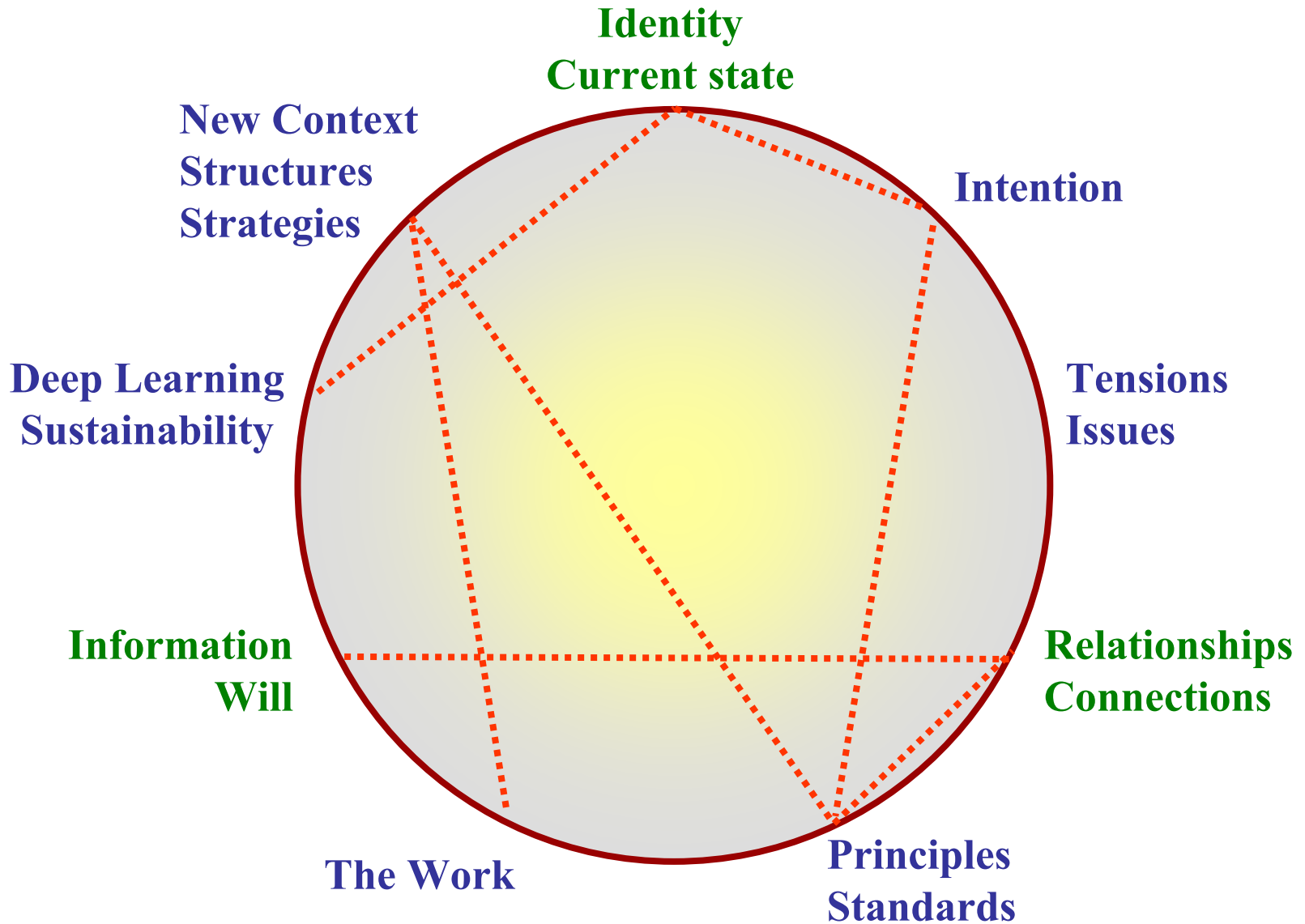
What are relationship issues to be negotiated in this meeting?
 Between us? With others?
 How functional is our relationship? How do we want it to be? At the end of the meeting? In the longer term?

What ground rules should guide decisions, strategies and behaviors going forward? Mine, yours, ours?
 What standards/policies apply in this setting?

What are the issues?



Lines of possible duplication



You can get additional help and resources related to the Process Enneagram from ...

Neva Banks:	neva1@ozemail.com.au
Tim Dalmau:	tim@dalmau.com
Dick Knowles:	rnknowles@aol.com
Andrew Rooney:	arooney@optusnet.com.au
Julia Zimmerman:	juliaz@ozemail.com.au
Steve Zuieback:	synectics2@mindspring.com

You can get additional ideas and background related to the Process Enneagram from ...

Presentation on the Process Enneagram:

<http://www.dalmau.com/ressetie.html>

Book:

Knowles, R (2002): *The Leadership Dance*. Center for Self-Organizing Leadership; ISBN: 0972120408